



# **Arizona Army National Guard**

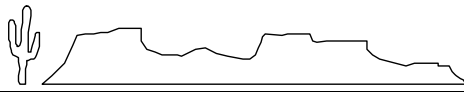
## **Army Communities of Excellence**

### **2005 Application**



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## **P.1 Organizational Description**

### **P.1a Organizational Environment**

#### **P.1a(1) Mandated mission, products and services**

The main product of the Arizona Army National Guard (AZ ARNG) is to provide trained and ready Full Spectrum Forces to support our federal, state and community missions. Our Federal mission is to provide trained and ready units for war, homeland security and national emergencies. Our State mission is to provide trained forces for state emergencies and homeland security missions. Our Community mission is to support local and state programs that improve the quality of life for the citizens of Arizona.

“Always Ready – Always There” is the philosophy by which we view our missions and our customers. We are “Always Ready” for our Federal

and Wartime missions by providing trained and ready units; and we are “Always There” for our state and communities.

The AZ ARNG is comprised of over 4,400 soldiers, state, and federal employees assigned to 60 combat, combat support and combat service support units and detachments in 15 communities. Units are located across the state to facilitate rapid deployment for any mission.

Our mission has expanded into the international arena, through the DoD sponsored State Partnership Program, with the Republic of Kazakhstan. We also provide aviation training for foreign students, primarily to the Republic of Singapore.

Our main products and services, along with a description of how they are delivered to the customer, are listed in Figure P.1.

Key Customer	Product & Service	Method of Delivery
<b>FEDERAL</b>		
Combatant Commanders	Trained and Ready units	Mobilizations
Border Patrol	Roads, barriers, and infrastructure construction and maintenance	Innovative Readiness Training Program (IRT)
Native American Nations	Emergency Response	Request from Native American Nations
DEA/FBI/Customs	Counter Drug Program	Partnerships with law enforcement
DoD, State Partnership Program, Peace VanGuard	Training, Emergency Mgt, Combat Pilot Training, facilities, Maintenance Support,	Contracts, agreements, regulations DoD directives
Depts of Navy and Air Force	Storage/Warehousing	Contracts, Camp Navajo
Other Federal Agencies	Storage, facilities, and maintenance support	Inter-Service Support Agreements
<b>STATE</b>		
Governor of Arizona	Individuals/Units/Equipment/facilities	State Active Duty/mobilizations
Youth of Arizona	Education/training	Project Challenge
<b>COMMUNITY</b>		
Civic Leaders and communities	Ceremonial support, events and facilities	Memorandum of Understanding (MOU)
Veterans/Retirees and Families	ID Cards, DEERS, retirement counseling, education opportunities and Honor Guard	Soldier Support Center and Honor Guard

Figure P.1 Products and Services

#### **P.1a(2) Our organizational culture**

The Arizona National Guard is a division of the Arizona Department of Emergency and Military Affairs (AZ-DEMA), which is comprised of the Air National Guard, the Army National Guard and Emergency Services.

Our Joint Force Headquarters is adjacent to the State and the County Emergency Operations Centers. The Joint Force HQ building is the center for emergency management training within the state. Our close proximity to the emergency management community enhances our ability to develop coordinated plans, participate in exercises and rapidly respond to emergencies.

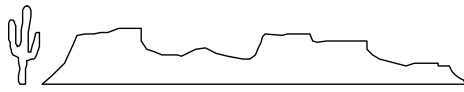
The senior leadership validates the Purpose, Vision, Mission and Values annually. These are components of the Strategic Plan that establish the strategic direction for the AZ ARNG.

- **PURPOSE:** The purpose of the AZ ARNG is to provide trained and ready soldiers and units for prompt mobilization.

- **VISION:** A soldier-focused organization that will grow and succeed in all missions.

- **MISSION:** In war and peace the Arizona Army National Guard provides military forces that are “Always Ready – Always There” to accomplish Federal, State and Community missions.

**Federal Mission:** When directed by the



President, provide military forces to support US involvement in armed conflict, contingency operations, emergencies and homeland security.

**State Mission:** When directed by the Governor, soldiers will serve and protect the citizens of the State of Arizona.

**Community Mission:** Participate in local and state programs that improve the quality of life for the citizens of Arizona.

- **VALUES:** The AZ ARNG embraces the Army values as an essential element to guide our soldiers in the performance of their duty and behavior. The Army Values are posted in each of our Armories. Our soldiers have also been provided GTA 22-6-2, which is a pocket-size plastic card containing the Values and the Soldier's Code. The Army Values for individual soldiers are:

- **Loyalty:** Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.
- **Duty:** Fulfill your obligations.
- **Respect:** Treat people as they should be treated
- **Selfless Service:** Put the welfare of the nation, the Army, and your subordinates before your own
- **Honor:** Live up to all the Army Values.
- **Integrity:** Do what's right, legally and morally.
- **Personal Courage:** Face fear, danger, or adversity (Physical or Moral).

In addition to the Army values, the AZ ARNG has embraced Organizational Values. These values are embedded beliefs and behaviors of our organization.

Our **Organizational Values** are:

- **CUSTOMER SERVICE** – Committed to meet customer needs.
- **TEAMWORK** – Working together to make things better.
- **EMPOWERMENT** – Providing individuals the freedom, authority, and resources to do their job.
- **SOLDIER FOCUSED** – Foster a Command Climate which recognizes soldiers and their families as our most important resource.
- **SOCIAL RESPONSIBILITY** – Responsibilities to the public for practicing ethical behavior and good citizenship.
- **STEWARDSHIP** – Safeguard and effectively utilize the financial, natural, and human resources entrusted to our care.
- **MERIT BASED ADVANCEMENT** – Ensure soldiers are fairly and objectively evaluated and selected for advancement.
- **ACCOUNTABILITY** – Standards and expectations are effectively communicated and leaders at all levels are charged and held

accountable to achieve and maintain those standards.

### **P.1a(3) Employee profile, education levels, workforce diversity, bargaining units**

**Employee Profile** The AZ ARNG has a statewide presence of over 4,400 military and civilian personnel serving in over 50 units, within 7 major commands, in 15 communities. Our full-time work force is comprised of Active Guard/Reserve (AGR) soldiers, federal technicians; and state employees. All three work groups provide the day-to-day support for fulfilling our mission of providing ready soldiers and units. Figure P.2 contains our workforce composition.

Work Force	Authorized	Assigned
Officer	451	403
Warrant Officer	205	168
Enlisted	4,058	3,769
AGR	420	411
Technician	534	465
State Employee	129	129

Figure P.2 Workforce composition

### **Education Levels**

Education plays a critical role in the career development and progression of our soldiers and employees. Figure P.3 illustrates the civilian education levels of our workforce.

Degree Program	Enl	WO	Off
Associates	68	8	11
Bachelors	179	38	270
Masters	23	6	71
Doctorate	3	0	9
Other Prof Degree	4	0	7

Figure P.3 Employee Education

### **Work Force – Diversity**

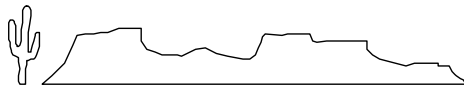
We are committed to maintaining a strong and dedicated work force that reflects the communities in which we operate. The diversity composition of our work force is shown in Figure P.4.

Diversity Composition	ARNG Male	ARNG Female	State Male	State Female
Hispanic	407	65	17	5
Native American	121	61	2	0
Black	167	37	6	0
Other	404	62	0	1
Caucasian	2,646	376	25	6

Figure P.4 Work Force Diversity

### **Bargaining Units**

Two unions represent the Arizona National



Guard civilian employees. The American Federation of State, County and Municipal Employees represent our state employees. The American Federation of Government Employees represents our federal technician employees.

#### **P.1a(4) Major facilities, equipment and technologies**

The AZ ARNG has four major training facilities. These sites can support training for the individual soldier, and two sites can accommodate battalion-sized units.

**Papago Park Military Reservation (PPMR)** in Phoenix is the location of the Joint Force Headquarters. This 1,532-acre site has individual weapons firing ranges, a land navigation course, and a rappel training area. A newly constructed aviation support center and a new facility for the Civil Support Team (CST) were completed this year. Our "One Stop" personnel center is scheduled to be completed in October 2005

**Silverbell Army Heliport (SBAH)** is home of the Western ARNG Aviation Training Site (WAATS), an Army Airfield Support Facility (AASF), and the 1/285<sup>th</sup> Aviation Battalion. It is located in the south central part of the state and is in close proximity to the aviation gunnery ranges. SBAH is one of three Aviation Field Operating Activities in the U. S. The facility has a 44,422 square foot Combat Mission Simulator that includes a full motion flight simulator for the AH-64 (Apache) and the AH-64D (Longbow).

**Florence Military Training Site** is 26,000 acres of low Sonoran desert. The site has a full impact artillery range, as well as automated small arms and crew-served weapon ranges.

**Camp Navajo Training Area** located at Bellemont in Northern Arizona is a 800-person Training Complex covering 28,428 acres or 44 square miles. A battalion-size training area covers 17,000 acres with a small arms weapons range, and five 200-person bivouac sites. It is also a commodity storage site to include Trident and Minuteman Rocket Motors. This facility supports training for all services as well as our annual AZNG youth camp and various law enforcement agencies.

A summary of the facilities and the major items of equipment for the AZ ARNG are listed in Figures P.5 and P.6.

Types of Facilities	#
Armories and Community Centers	29
Facilities Maintenance Shop (FMS)	6
Combined Support Maintenance Shop	1
Army Aviation Support Facility	2
Airfields	6
Training Ranges	17
Major Training areas	2
Local Training areas	11
Maintenance Bays	83
Maneuver & training equipment site	1
Barracks Spaces/beds	688
Regional Training Institute (RTI)	1
Ammunition Storage Bunkers	778
Total Acres	58,643

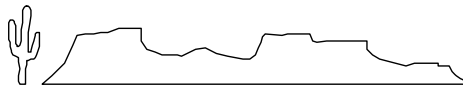
Figure P.5 Types of Facilities

	Types of Equipment	Quantity
AVN	OH-58 Helicopters	20
	AH-64A Attack Helicopters	20
	AH-64D Attack Helicopters	15
	UH-60A Helicopters	13
FA	M198 Towed Howitzers	18
	M109 SP Howitzers	18
SPT	M915 Tractors	122
	7,500 gal. Tankers	56
	PLS Trucks	65
	HEMTT Tankers	19
ENGR	Dump Trucks	21
	Road Graders	12
	Bull dozers	8
	Drilling Rig	1
	Scraper	6

Figure P.6 Major Items of Equipment

#### **Technology**

Technology is a vital link for our information flow and for our ability to train. T-1 lines have been installed in all of our armories. This has enhanced our ability to communicate with all of our armories through the phone system, Internet and KIOSKS. Simulators are the most cost effective and realistic method for training, especially for our aviation and field artillery units. Figure P.7 depicts a summary of our technology.



Type of Technology	#
Video Conferencing Sites	5
Distance Learning Center	5
Local Area Networks	3
Voice Over Internet Protocol sets	150
Engagement Skills Trainer	1
Fire Support Combined Arms Tactical Trainer	2
AH-64 Apache Simulator	2
Wide Area Network	1
Facility Climate Control systems	2
COOP – DPI Continuity of Operations Plan	1
KIOSKS	18

Figure P. 7 Types of Technology

### **P.1 a (5) Regulatory environment**

The AZ ARNG recognizes its obligation to comply with legal and regulatory requirements while serving as trusted stewards of the environment and public resources. Our dual federal and state mission requires that we comply with the laws of the United States and the State of Arizona. We follow all Federal, NGB, State, relevant industry standards and military regulations. In addition, we adhere to policies and regulations set forth by the Occupational Safety and Health Act (OSHA) and the Environmental Protection Agency (EPA).

### **P.1b Organizational Relationships**

#### **P.1 b(1) Reporting relationships**

The Army Executive Council (AEC) is the board of directors for the organization. The Assistant Adjutant General (AAG) – Army is the chairman of the AEC and is responsible for establishing the direction, goals and objectives for the organization. The AAG - Army reports to The Adjutant General (TAG) who is responsible for the performance of the organization. The TAG provides the Governor with monthly performance measures. NGB is provided monthly readiness, personnel and numerous other reports that measure performance.

#### **P.1.b(2) Key customer groups and requirements**

Our key external customer and stakeholder requirements and expectations are listed in Figure P.8.

#### **P.1.b(3) Types of suppliers and distributors**

The AZ ARNG relies on established, reliable and proactive supplier/customer relationships to conduct daily business to support mission accomplishment. On- time delivery of quality supplies is our most

important supply chain requirement.

Customer and Stakeholder Requirements and Expectations	Federal	State	Community
Trained and ready units	X	X	X
Training, schools, exercises	X	X	
Training ranges, simulators	X		
Facilities	X	X	X
Environmental Compliance	X	X	X
Effectively Manage Resources	X	X	X
Emergency Response	X	X	X
Engineer Support	X	X	X
Warehouse/storage	X		

Figure P.8 External Customer &amp; Stakeholder Requirements &amp; Expectations

### **P.1.b(4) Communication mechanisms**

The AZ ARNG utilizes a variety of two-way communication mechanisms to allow our customers and suppliers to let us know how we are fulfilling their requirements and expectations. The multiple methods of communication modes described in Figure 3.3 allow our federal, state and community customers 24/7 access for assistance.

### **P.2 Organizational Challenges**

#### **P.2 a. Competitive Environment**

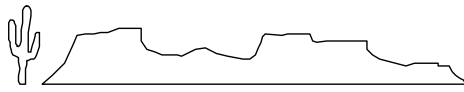
##### **P.2 a (1) Competitive position**

We are in a competitive environment for missions, funding, resources and force structure. Our primary competitors are other states' National Guard Organizations. Other competitors include the active and reserve military forces and the civilian job market.

The National Guard Bureau (NGB) ranks all of the 54 states and territories on an Order of Readiness List (ORL). The ORL measures the assigned and available strength and Duty Military Occupation Skill Qualification (DMOSQ) which are adjusted for NoVal pay to determine a national ranking. The ORL ranking is used by NGB to assist in determining which states can support additional force structure. The AZ ARNG continues to be ranked near the top of the ORL as shown on Figure 7.2.10. We are currently ranked 3rd in the nation, **Best in Class** for small states.

##### **P.2a(2) Success relative to competitors**

The key factor that determines the success of our organization is unit readiness. Ranking in comparison to our competitors and established



readiness standards are reflected in the measurements listed below.

- DoD Market share of non-prior service (Figure 7.3.10)
- Authorized & Assigned Strength (Figure 7.3.8)
- Drug Positive Test (7.6.5)
- Order of Readiness List (ORL) (Figure 7.2.10)
- NoVal Pay (Figure 7.5.10)

Key changes taking place that affect our competitive edge are: maintaining a close working relationship with NGB and our customers; monitoring changes in the competitive environment; exploring new markets; and, taking care of our soldiers.

### **P.2(3) Comparative and competitive data**

We compete with 53 states and territories in the areas of strength, readiness, training, logistics and financial resources. The National Guard Bureau provides the main source of comparative data and ranking in comparison to our competitors. This information is provided in documents that depict a national ranking in a respective area or information on how closely we are meeting an established standard.

The Order of Readiness List (ORL) (Figure 7.2.10) is one of the measurements we use to gauge our success. It measures assigned and available strength, DMOSQ and NoVal pay. It has been used to assist NGB to determine which states can support additional force structure.

Our ability to maintain a competitive edge in strength and readiness is evident by an increase of 677 authorized force structure positions since TY 2000. For FY 04, we increased our authorized force structure by 226 soldiers and added 63 additional positions in FY 05.

### **P.2 b Our Strategic Challenges**

**Provide Trained and Ready Units.** Maintaining readiness levels while supporting mobilizations and homeland security missions remains a challenge. Over 68% of the AZ ARNG assigned soldiers have been both deployed and returned, are currently deployed, or are on alert to be deployed in support of Operations Iraq Freedom and Noble Eagle. Since 9/11, we have performed a total of 433,000 soldier workdays, providing military support to civilian authorities and conducting homeland security missions. The increase in OPTEMPO is having an impact on the soldiers, families, and their employers. Arizona has a 372-mile international border with Mexico and the potential for the AZ ARNG to receive additional homeland security missions is high.

**Enhance and Promote Soldier and Family Programs.** Maintaining and improving the quality of life for our soldiers and their families is a Command

priority. A comprehensive MWR program was initiated in FY 04 (Figure 7.4.15) and a Phoenix child care center is scheduled to open in FY 06.

**Increase Force Structure.** One of our strategic goals is to grow to 5,000 soldiers by 30 Sep 2007 and 6,000 by 2010. We have been authorized an increase of 677 positions since FY 2000 (Figure 7.3.8). Arizona is the second fastest growing state in the union. However, a significant number of the people moving to Arizona are in their retirement years. A recent report from the Arizona school system also revealed a 22% high school dropout rate, which further reduces our recruiting population. Arizona also has one of the lowest unemployment rates in the nation. These factors combined with stiff competition from the active duty forces and other reserve components, make recruiting and retention one of our biggest strategic challenges.

### **P.2 c Performance Improvement System**

#### **P.2c (1) & (2) Focus on organizational learning, performance improvement**

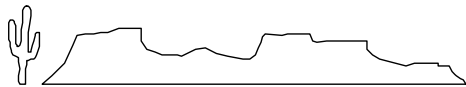
The AZ ARNG has developed Key Organizational Performance Measurements (KOPM) which are tied to our strategic goals. The KOPM are updated monthly and provide a systematic evaluation of our progress. As they are published, the KOPM are distributed by e-mail monthly to everyone in the organization. The KOPM are also posted on the AZ ARNG Intranet bulletin board and on display boards. A traveling display board allows the metrics to be exhibited at any gathering of soldiers.

The TAG, AAG and the Chief of Staff personally review the KOPM each month. Any indication of a negative trend in any key process is evaluated in detail, and corrective action is identified and taken.

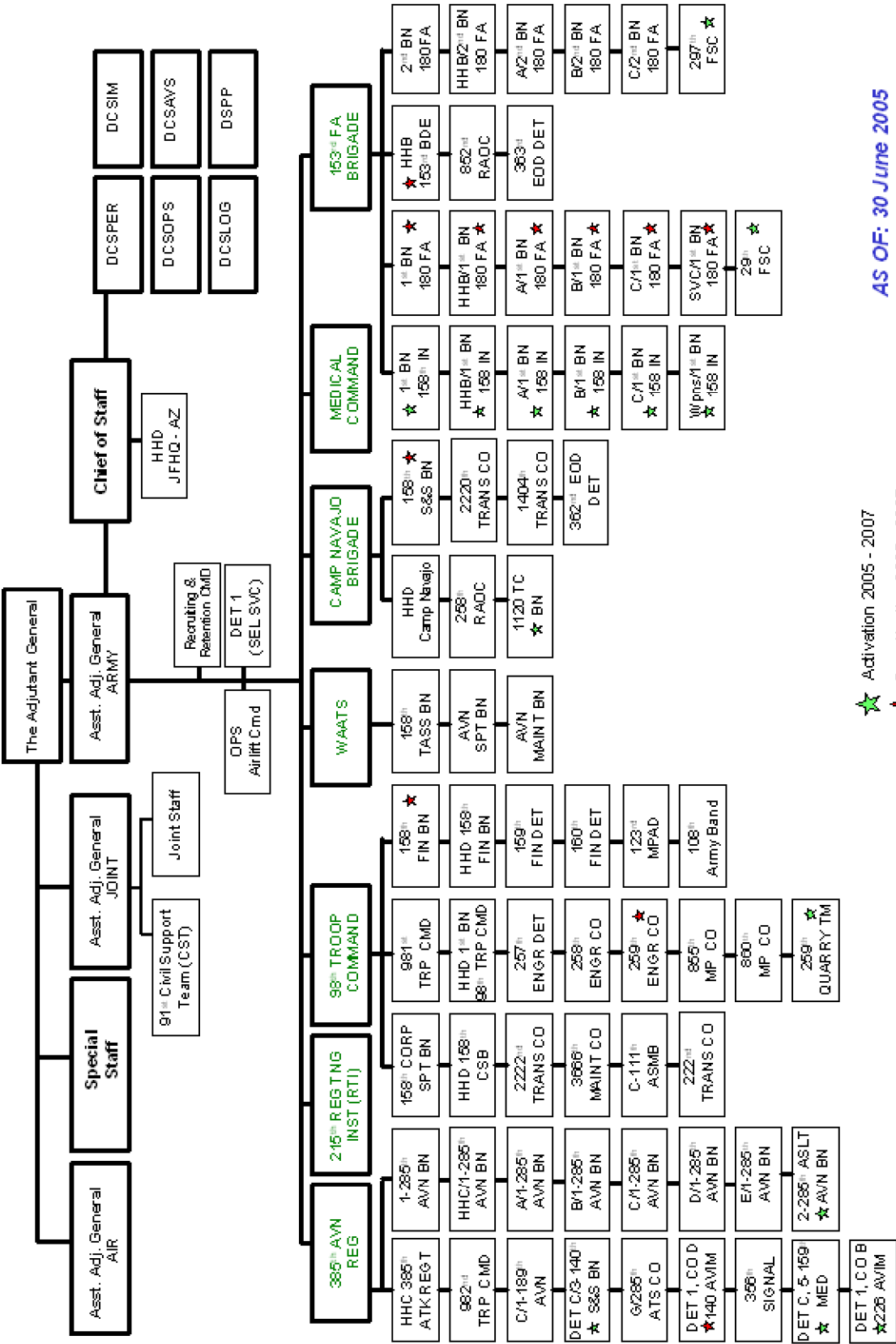
A Quality Management Committee (QMC) was appointed to monitor trends within the organization and make recommendations for change to the AEC. The QMC constantly reviews data and trends to identify issues in the performance of the organization.

All employees are able to focus on what is important to the organization with the development of our KOPM.

The Chief of Staff conducts weekly staff meetings that focus on key metrics. Major Commands brief their status on: strength, retention, DMOSQ, NoVal, drilling past ETS, ETS trends and the status of full-time training. The JFHQ Staff Directorates briefs the status of: OER/NCOER, physicals, drug testing, mobilizations and de-mobilizations, school allocation usage, pay timeliness and other topics which require command attention or coordination.

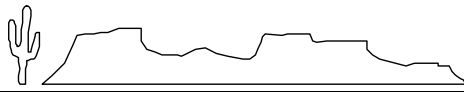


Army National Guard Current/Future Force Structure



★ Activation 2005 - 2007  
★ Deactivation 2005 - 2007

AS OF: 30 June 2005  
Total Assigned: 4326



## 1.0 Leadership

### 1.1 Senior Leadership

#### 1.1a (1) Vision and values

Based on guidance from The Adjutant General, the Army Executive Council (AEC) develops the Strategic Plan for the AZ ARNG which includes the vision and values of the organization.

The AEC uses the Strategic Planning Model described in Figure 2.1 to develop the mission and vision statements, develop organizational values, and establish strategic goals, objectives, action plans and performance expectations. The AEC is considered the organization's board of directors and is chaired by the Assistant Adjutant General - Army (AAG-Army). The President of the Union is a non-voting member of the AEC. Figure 1.1 shows the composition of the AEC.

AAG-ARMY	CDR, AZ MEDCOM
CHIEF OF STAFF	CDR, 385 <sup>TH</sup> AV REG
CDR, 98 <sup>TH</sup> Troop CMD	CDR, 153 <sup>RD</sup> FA BDE
CDR, Camp Navajo	CDR, WAATS
State CSM	CDR, RTI
CMD CWO	Union President

Figure 1.1 Members of the AZ ARNG AEC

The AZ ARNG utilizes a variety of communication methods to deploy the vision and values (P.1.a(2)) to all members of the ARNG, new employees, key suppliers, partners and customers. Figure 1.2 is an example of the methods used to deploy our Strategic Plan which includes the vision and values.

The AZ ARNG website displays the mission, vision, organizational values and goals on a scroll bar at the top of the Home Page. The first thing that anyone using or visiting our website sees is the mission, vision and goals of the organization.

This past year, the AAG-Army sent a personal letter to each member of the command outlining the progress of the organization. The letter also contained a laminated pocket size "Mission" card containing the mission, vision, motto of the organization as well as the Soldier's Creed.

The organizational values were developed to reflect the beliefs for which our organization stands. The organizational values are the foundation of the organization. They guide the legal and ethical behavior of managers and employees throughout the organization. Our values focus on our internal and external customers, partners, suppliers and stakeholders in dealing with customer service, teamwork, empowerment, soldier care, social responsibility and stewardship. Senior leaders balance the needs and expectations of our customer groups to optimize their interests and that of the organization.

Strategic Plan Briefed at
Semi-Annual Senior Commander Conference
New Employee Orientation
Annual Officers Call
Annual CSM Call
Officer Association Conference
Company Commanders/1SG Course
Strategic Plan Displayed at
Assistant Adjutant Generals Website
Office of Strategic Plans Website
Scroll bar on the AZ ARNG website
Display boards in JFHQ
Portable display board
Copy of Strategic Plan posted in key facilities
Strategic Plan published in the Heliograph
Kiosks at 18 key locations
Mission Cards
Mailed to every member of the command
Handed out to new employees
New recruits provided copy at the Recruit Holding Company
Key Organizational Performance Measurements
E-mailed out to every employee each month
Provided to the Governor's Office each month
Briefed at weekly staff meetings

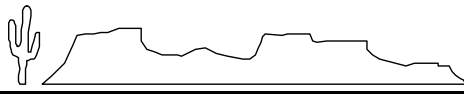
Figure 1.2 Deployment Methods

The vision of the AZ ARNG is "A soldier focused organization that will grow and succeed in all missions". The senior leaders of the AZ ARNG consistently tell their subordinates that we are in the "people business". They understand that every one of our members is a volunteer and has the choice to leave the organization. Our senior leader's personal actions reflect our organizational values by dealing in a professional, ethical manner as they conduct business with our federal and state customers, suppliers, soldiers and employees.

#### 1.1a(2) Fosters legal and ethical behavior

Our senior leaders promote legal and ethical behavior in the organization by promoting high performance, setting clear values and directions, and communicating them effectively to ensure all stakeholders understand their responsibilities. The AZ ARNG leadership has a strong commitment towards performance improvement, which creates an environment for empowerment, learning, and innovation, and provides our operation the flexibility to take advantage of promising opportunities.

All of our employees, suppliers, partners and customers are expected to conduct business in a like-wise ethical manner. Our senior leadership holds their subordinates accountable for their legal



and ethical behavior, and the Governor's Office, IG, and audit agencies hold our senior leaders accountable.

### 1.1a(3) Performance improvement

The Quality Management Committee (QMC) is the planning arm of the AEC. It is comprised of two enlisted, two warrant officers, two company grade officers and two field grade officers. Their charter is to review and monitor the Key Organizational Performance Measurements (KOPM), the strategic environment, our competitor products, and trends that impact the AZ ARNG. The QMC provides the AEC with recommended changes to the Strategic Plan which will enhance performance. The QMC brings in subject matter-experts as advisors to ensure that potential gaps and blind spots are identified and addressed.

Our senior leaders have identified the KOPM that are deemed essential in order for the organization to obtain our strategic goals, objectives and develop meaningful action plans. These measurements allow us to identify critical data and provide timely information about our key processes, outputs, and results. The AZ ARNG KOPM are identified in Figure 1.3.

Key Organizational Performance Measurements (KOPM)	
Performance Measure	Figure
NGB Order of Readiness List (ORL)	7.2.10
Percentage of Authorized Strength	7.2.13
Percent of MOSQ	7.5.7
Percentage of Enlisted Retention Rate	7.2.1
NGB Target vs. Assigned Strength	7.5.9
Percentage of NoVAL Pay	7.2.12
Mobilized Units	7.2.11

Figure 1.3 KOPM

Endorsed by the senior leadership, the KOPM are e-mailed to the entire organization on a monthly basis. Providing the KOPM to all employees each month drives down to all levels what is important to the organization. This approach allows every employee to see how the organization is doing toward meeting our performance targets. Leaders and employees are able to see which areas need additional emphasis and are better able to adjust their focus toward meeting and exceeding the performance measures. Occasionally additional measurements are added to the KOPM when increased emphasis is required or there is a need to quickly adjust to changes in the work environment, customer requirements/expectations or in response to our competitor's production.

Weekly Staff meetings, chaired by the Chief of Staff, are attended by the Joint Staff and Major Commands (MACOM). Each MACOM briefs their command's status on the KOPM and the Directorates brief the state-level status. This weekly review of our KOPM allows the swift identification of any shortfalls in performance and deliberate corrective action to be taken. Additionally, the QMC has the mission to monitor the metrics for any negative trends. A monthly review of our metrics provides the opportunity to adjust priorities and take advantage of opportunities for innovation. Any changes in priorities are quickly analyzed to determine if our suppliers and partners are affected.

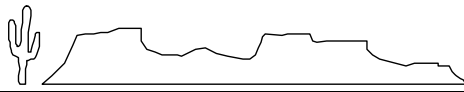
By developing and communicating a comprehensive Strategic Plan (Figure 2.2), our leadership has clearly set the direction and focus for the AZ ARNG. Employees at all levels are aware of the goals, objectives, action plans and expected levels of performance of our organization. Individually, they are able to relate to their portion of the Strategic Plan and focus on providing quality output and seek continuous improvement.

The AZ ARNG senior leadership encourages employee learning through military MOS training, NGB courses conducted at the Professional Education Center (PEC), correspondence courses, and civilian education opportunities. In 1996, our senior leaders partnered with the State Legislature to develop our State Tuition Reimbursement Program for military members. The initial funding level of this program was \$48,000. As of 1 July 2005, the funding level has grown to \$1.446 million dollars (Figure 7.4.3). Soldier/employee participation in the Federal Tuition Reimbursement Program has also increased (Figure 7.4.5). Our leaders believe that advanced civilian education helps build a well-informed workforce, develop leadership skills, and is a positive motivator for soldiers/employees.

Future organizational leader succession and development planning is conducted at the AAG-Army, CoS, Directorates, and MACOM leader level. Junior leaders are identified early in their careers if they demonstrate the integrity, intelligence and maturity to become a future senior leader in the AZ ARNG. Selected individuals from the officer, warrant officer, and enlisted ranks are mentored and provided the opportunity to attend additional leadership development courses. Junior leaders are rotated to different jobs on a regular basis to expose them to different parts of the organization in the attempt to "groom" them for future senior leadership positions.

### 1.1b(1) Motivate employees

Senior leaders use a variety of formal and informal methods to motivate and recognize high



performance throughout the organization. Figure 5.1 lists different recognition methods used by the AZ ARNG and indicates how the recognition reinforces performance. Our Strategic Plan and the KOPM have aligned the awards and recognition program with measurable, fact-based performance results.

Leaders at all levels recognize their employees and soldiers by presenting military awards (Figure 7.4.10) and technician awards (Figure 7.4.11). Figure 7.2.4 demonstrates that the leaders of the AZ ARNG personally thank their soldiers for doing a good job during deployments. The response from our soldiers was significantly higher than the other 14,864 respondents to this Post Mobilization Survey question.

Two-way communication down to the lowest level of the organization is encouraged by the leadership through the use of town hall, staff and employee meetings, as well as by one-on-one unit visits. The command has an open-door policy that is very effective in promoting unobstructed communication.

The AAG-Army regularly hosts Strategic Planning sessions with a randomly selected group of NCOs and Officers. The strategic planning questions found in Figure 2.1 are the format for the meeting. The forum provides valuable feedback from each group on the health of the organization. The feedback from each group is shared with the Senior Commanders and Staff at the semi-annual Senior Commanders Conference.

In addition to the traditional awards and motivational tools, the senior leaders have worked closely with the State Legislature to pass several bills within the state that benefit soldiers and families. As mentioned previously, the State Tuition Reimbursement program was developed in 1996 and was funded at \$48,000. The funding for the program was raised to \$1.44 million dollars on 1 July 2005. Also, the Governor of Arizona signed a bill in May, 2004 which allows a tuition waiver scholarship for recipients of the Purple Heart and their family members. This bill was backdated to 9/11. A bill was passed to provide space on the State Tax Form for tax payers to make a voluntary contribution to the National Guard Relief Fund (Figure 7.4.1). Senior leaders worked with the Governor's Office to recognize employers by developing a bill that provides an annual \$1,000 tax credit for each of their employees placed on active duty.

#### **1.1b(2) Accomplish organization's objectives**

Senior leaders focus on the accomplishment of the objectives and action plans to improve performance through the AZ ARNG Strategic Plan (Figure 2.2). Objectives have been developed to ensure accomplishment of our strategic goals. Action plans have been developed to support

meeting the objectives. Our performance measurements track performance trends which linked to either an objective or action plan. The systematic review of our KOPM and sharing the results with the entire organization allows all employees to compare performance data with the expected results.

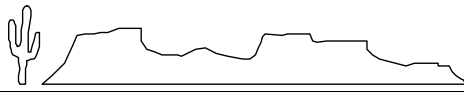
Chaired by the CoS, weekly staff meetings are attended by staff Directorates and MACOM representatives. Staff meetings focus on current progress made toward meeting the standards of the KOPM. Performance measures showing a negative or flat trend are quickly identified and corrective action is taken. If a MACOM needs additional staff support, funding, or other resources to accomplish their goals, the CoS can immediately redirect organizational assets to overcome the shortfall.

Senior leaders focus on maintaining the balance between customer groups, suppliers, stakeholders and the organizational performance targets during the SWOT analysis (Step 1) of the Strategic Planning Process (Figure 2.1).

#### **1.2 a (1) Organizational Governance**

The AZ ARNG addresses the key factors of our governance system as follows:

- **Management Accountability.** The DA, NGB, IG, Internal Review section and the State of Arizona provide oversight of management practices through inspections, audits, evaluations, complaint process, and performance reports.
- **Fiscal Accountability.** The United States Property and Fiscal Officer (USPFO) is a Title 10 officer who has the responsibility for fiscal oversight. This office ensures fiscal compliance of the annual federal budget and has oversight of all federal equipment within the AZ ARNG.
- **Transparency in Operations.** Senior leaders of the AZ ARNG comply with the requirements of Joint Ethics Regulation (JER) 100-10 and complete the SF 450 disclosing any conflicts of interest.
- **Independency in Internal and External audits.** The internal audit team members retain their independency from the organization by being competitive federal employees (no-military requirement) and working directly for the TAG. The team conducts audits IAW fiscal regulations and directives to ensure federal funds are spent as intended. External audits are conducted by NGB, 5<sup>th</sup> Army, GAO, and the Army Audit Agency (AAA).
- **Protection of stakeholder interest.** The AZ ARNG deploys a systematic schedule of audits and inspections to ensure that fiscal resources and assigned equipment are properly utilized and maintained. Our leadership places special emphasis on practicing sound fiscal and equipment



accountability to ensure we do not violate the trust of the citizenship.

### **1.2a(2) Performance evaluation**

The AAG-Army has developed performance objectives for each Brigade and Battalion Commander. Performance objectives are placed on their Army Officer Efficiency Report (OER) support forms. Performance objectives are aligned to support the KOPM. The AAG-Army meets with the Commanders quarterly to review their progress on reaching established performance measures. Brigade Commanders accompany Battalion Commanders to these reviews. During this forum, shortcomings are identified which hinder subordinate commands from reaching their established performance objectives and the AAG-Army is able to assess the condition of each subordinate command.

The Adjutant General (TAG) provides the Governor's Office with performance measure data each month. The TAG publishes an annual report for the organization which includes the AZ Division of Emergency Management (ADEM), Air National Guard (ANG) and the Army National Guard (ARNG). The TAG is evaluated annually by the Governor.

Senior leaders receive bottoms-up evaluations through a variety of mechanisms. They include: Post Mobilization Surveys, IG/EO/EEO/Union complaints, congressional complaints and Governor inquires, open door visits, unit visits, and chaplain visits. Two important indicators of soldier satisfaction with the senior leadership is the NoVAL Pay (Figure 7.2.12) which reflects drill attendance and the retention rate (Figure 7.2.1) for the organization. Both measurements indicate a positive reflection on the senior leaders.

The Strategic Planning NCO and Officer teams provide an upward evaluation and input into the direction of the organization. Feedback from these two teams has resulted in several changes in current processes and has triggered the review of several others. Team comments are recorded and shared with the senior leaders.

Senior leaders use top-down and bottoms-up performance reviews to help identify any gaps in organizational processes or in their personal leadership effectiveness. Gaps in organizational processes are addressed by the AEC and QMC. Process Action Teams (PAT), comprised of subject matter experts, can be appointed to address specific processes. Leadership shortfalls are either addressed on an individual level or group level, depending on the nature of required remedy.

Senior leaders stress the use of the OER support forms to develop expected performance levels. The OER support form is an excellent tool to coach, mentor and develop subordinates. The OER

provides written documentation of performance. Senior leader stress the timely and accurate completion of OERs to provide subordinates with timely feedback on their performance. The AZ ARNG is one of the **best states** in the nation on timely and accurate completion of this leadership evaluation process as shown in Figure 7.5.20 and 7.5.21. A similar counseling and feedback process is utilized for Non-Commissioned Officers (NCO) and federal technicians.

### **1.2b(1) Impact of product and services**

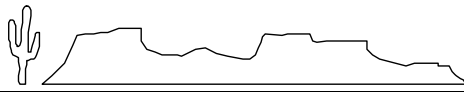
The AZ ARNG addresses any possible adverse impact of our products, services and operations during Step 1 of our Strategic Planning Process (Figure 2.1). During the SWOT analysis, senior leaders access and analyze planning factors such as: encroachment, noise complaints, demographics, environmental and political ramifications, and the support of the local community.

As citizen soldiers we have a vested interest in being role models for public stewardship. We anticipate the public's needs by being in constant communication with our Local, State, and Federal customers and counterparts. As an example, the Environmental Quality Control Committee (EQCC) ensures that we comply with all local, state and federal environmental requirements. They meet quarterly to interact with the Arizona Department of Environmental Quality (ADEQ), AZ Game and Fish, Federal EPA, and the National Forest officials. The use of networking to anticipate problems has resulted in no regulatory violations, and improved relations with these agencies. Our Environmental Department and our Training Site Support Branch are charged with the mission to ensure that we maintain proper balance between land use and environmental carrying capacity. These two branches meet with the EQCC quarterly to ensure that we meet our environmental stewardship and training goals.

We prepare for and anticipate concerns regarding new construction or major changes in operations by being proactive with the communities. The TAG hosts town hall meetings to address community concerns. Senior staff members attend citizen group meetings to form partnerships with the communities. Early liaison with the community leadership provides opportunities to gain political support, land grants, and matching funds for the construction of community based armories.

### **1.2b(2) Ethical behavior in interactions**

Senior leaders set the example for the organization and stress high legal and ethical behavior standards for all employees. Boundaries for ethical behavior are established through our



Organizational Values (P.1a (2)) and the Federal Ethics Standards.

Ethical behavior is trained, lived and enforced within the organization. Personnel are trained on ethical behavior at all stages of their development. The IG has developed an Ethical Behavior training program based on the acronym "SAMS". SAMS stands for Sex, Alcohol, Money, and Special Privileges. The SAMS training program has been provided to all the Officers and senior NCOs within the State, and the lesson plan and CD have been distributed to every unit.

The JAG is currently conducting training on the Federal Ethics Standards throughout the organization (Figure 7.6.6). All employees will be trained prior to the end of the year and rosters of attendance will be retained on file. The CoS trains all new employees on ethical behavior at our New Employee Orientation sessions.

A variety of measurements provides indicators for monitoring ethical behavior. Our feedback data includes complaints filed with the IG, EO, EEO, and Union. Congressional and Governor Inquires also provide insight into possible ethical behavior violations. All personnel to include senior leaders are evaluated on their performance and ethical behavior through the OER/NCOER and technician rating systems. Figure 1.4 highlights the processes and measurement used to monitor ethical behavior.

Process	Performance Measures	Results
<b>Organizational</b>		
IG Action Requests	# of complaints	7.6.3
Equal Opportunity	# of complaints	7.4.11
EEO	# of complaints	7.4.10
Congressional	# of complaints	7.6.2
Governor Inquires	# of complaints	7.6.2
Personal Conduct	# of investigations	7.6.1
Drug Testing	% positive	7.6.5
Gov Travel Cards	Delinquency Rate	7.6.7
Ethical Training	% of employees trained	7.6.6
<b>Customer &amp; Partners</b>		
Fiscal Responsibility	% GO on Purchasing & Contracting % GO on Resource Mgt % GO on Internal Review	7.6.8
<b>Governance</b>		
Mgt Controls	% of Review Completed	7.6.10
Internal Reviews	% of Audit Findings	7.6.9

Figure 1.4 Monitoring Ethical Behavior

Senior leaders rapidly deal with any indication of a breach in ethical behavior. Breaches/suspected breaches in ethical behavior are investigated by the IG or by appointing an investigating officer under AR

15-6 (Figure 7.6.1).

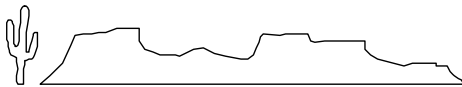
### 1.2c Support to key communities

The AZ ARNG has identified our key communities as those that currently have a National Guard facility and those communities into which we plan to expand. We support these key communities in a variety of ways such as:

- Medical Innovative Readiness Training (MIRT). Each year we support the C.A.R.E. Fair in Tucson, AZ. The Fair provides medical assistance to underprivileged residents. This event not only provides excellent support to the residents, but it also gives us positive exposure in the local media and the community leadership (Figure 7.1.10).
- Engineer Innovative Readiness Training (EIRT). Engineer support is provided to the border patrol in several of our communities along the border. Engineer units receive excellent training through this program. Not only does the EIRT add almost \$1 million dollars to our local economies, it provides for positive visibility of the AZ ARNG. (Figure 7.1.9)
- Project ChalleNGe students performed over 70,000 community service hours in the past four years. At a rate of \$7 per hours this equates to over \$546,000 in labor costs that were donated to the community. (Figure 7.6.12)
- Drug Demand Reduction (DDR) Training is provided to schools within our key communities. Over 70,000 students have been exposed to the DDR training program in the last year and a half (Figure 7.6.11).
- In 2005, the AZ ARNG established a Full Spectrum Integrated Vulnerability Assessment Team (FSIVA) to assist key communities with evaluating critical infrastructure sites for terrorism weaknesses. To date, twelve sites have been assessed (Figure 7.6.14).
- The AZ ARNG also participates in community enrichment programs such as youth camps, collection of clothes and back-pack articles for local schools, food drives, hosting blood drives, and the Adopt-a-Highway program, to name a few.

The AZ ARNG exhibits good citizenship by providing trained and ready forces to support local communities during times of disaster. Since 9/11, the AZ ARNG has provided 433,000 soldier work days in support of emergencies and home land security missions within Arizona. (Figure 7.1.3).

All employees are encouraged to get involved with their communities and volunteer for the many different programs that are available. Many of our senior leaders are Boy and Girl Scout leaders, leaders in the church, Presidents of Home Owner Associations and many other volunteer groups that add value to the community, state, and nation.



## **2.0 Strategic Planning**

### **2.1 Strategy Development**

#### **2.1a(1) Strategy development process**

The strategic planning process is used by the Arizona Army National Guard (AZ ARNG) to establish goals, objectives and action plans that focus the organization on obtaining short-, mid-, and long- term goals. While the process appears to be linear it is, in fact, a continuous cycle. The strategic planning process we utilize is a five step process (Figure 2.1):

**Step 1** Members of the Army Executive Council (AEC) (Figure 1.1 ) have the primary responsibility to assess our strengths, weaknesses, opportunities and threats (SWOT) for the organization. Baseline metrics were developed for each key process to determine “Where are we now?” Metrics are updated each month as part of the Key Organizational Performance Measurements (KOPM). The KOPM provide a systematic fact-based evaluation process that enhances decision-making, planning, and performance improvement. The SWOT analysis is conducted annually at the Strategic Planning meeting to address two questions: (1) “How can we beat last years performance?” and (2) “Where is our competition going, and how can we beat them?”

**Step 2** “Where we want to be” is obtained by reviewing the organizational mission and vision statements to ensure they reflect reality. The SWOT conducted in Step 1 and the current metrics are reviewed to ensure that the mission and vision provide the road map to success. The AEC annually reviews the established objectives and action plans to ensure that the measurement system addresses all key deployment areas and stakeholders. Projected performance targets are reviewed and updated for short, mid- and longer terms each year. Projected performance targets consider changes in the competition, customer requirements and expectations, force structure, budgets, economy, and advancements in technology. Projected performance targets are designed to “stretch” and challenge the organization to reach greater levels of proficiency and success.

**Step 3** “How will we get there” is determined by establishing the strategic goals and objectives. Specific, Measurable, Achievable, Realistic, and Time-bound (SMART) objectives are established to support each strategic goal. Goals and objectives are reviewed annually to ensure that we take advantage of opportunities and identify any gaps in

our strategic plan. Changes to the existing plan are staffed and recommended by the Quality Management Committee to the AEC for approval.

**Step 4** Detailed action plans identify “who must do what and by when”. Measurable and realistic action plans are developed to meet established objectives. Action plans are delegated to the departments, teams and people who must implement them.

**Step 5** The Key Organizational Performance Measurements are systematically reviewed each month to determine “How are We Doing” toward meeting our objectives.

The Army Executive Council (AEC) (Figure 1.1) has the primary responsibility for the development of the Strategic Plan. The AEC meets quarterly to review the Key Organizational Performance Measures and the action plans to ensure timelines are being met. The AEC meets annually or as required to assess our strengths, weaknesses, opportunities and threats (SWOT) to ensure we address changes in the environment and with our competitors.

Our Quality Management Committee (QMC), comprised of two enlisted soldiers, two warrant officers, two company grade officers and field grade officers, are the planning arm of the Army Executive Council (AEC). Their charter is to review and monitor the key organizational performance measurements, the strategic environment, and the trends that impact the AZ ARNG. They provide the AEC with recommended changes to the Strategic Plan that will enhance our performance. The Quality Management Committee brings in subject matter experts as advisors to ensure potential gaps and blind spots are identified and addressed.

We conduct strategic planning on three horizons: short-, mid- and long-term. Our short-term horizon focuses on current performance and our ability to meet established targets. Our mid-term planning horizon focuses on the trends and factors that will affect the organization over the next 3-5 years. The long-term planning horizon is beyond six years and identifies factors that we can influence and that will impact the organization in the future. Our strategic planning process addresses these time horizons by establishing projected targets for each year. Time horizon targets are measured against the previous year's performance and are up dated each year as part of the annual strategic planning meeting. Time horizons and projected targets are shown in Figure 2.2.

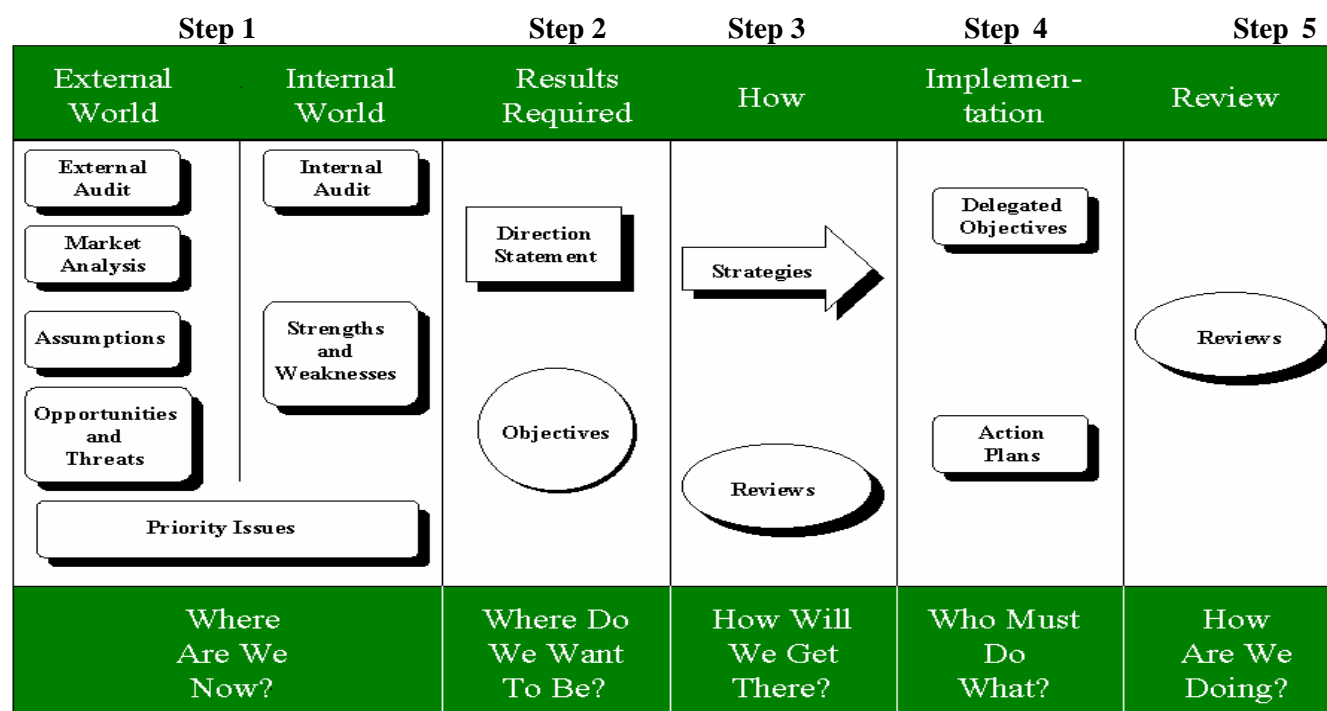


Figure 2.1 Strategic Planning Process

### 2.1a(2) How key factors are addressed

The AZ ARNG ensures that the strategic planning process addresses key factors by utilizing the five step Strategic Planning Process, Army Performance Improvement Criteria (APIC), APIC self assessment process, ACOE feedback report and feedback from our suppliers and stakeholders. To ensure we have input and accurate feedback from our internal customers, we developed Strategic Planning sensing sessions. A group of NCOs, WOs and Officers were randomly selected to meet with the AAG to provide input into the Strategic Planning questions of “Where are We Now”, “Where Do We Want to Be”, “How Will We Get There” and “How are we Doing”? The Post Mobilization Survey provides insight into how our soldiers felt they were supported during the mobilization process. Key factors are identified and analyzed using SWOT at the annual strategic planning conference.

We collect and analyze relevant data and information pertaining to the below factors as part of our strategic planning process:

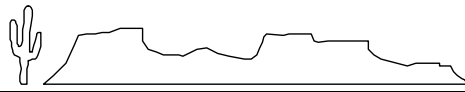
**SWOT** The AEC conducts a detailed SWOT analysis annually as step 1 of our strategic planning process to ensure we address internal and external changes in the environment, force structure, competition, market share, technology, resources, customer requirements and expectations, societal, ethical, economic, regulatory, and human resources capabilities.

Potential new market opportunities are identified for possible expansion.

**Major Shifts** Early indications of major shifts in technology, markets, competition or the regulatory environment are identified by subject matter experts within the organization. These experts maintain close relationships with their counterparts at higher HQ, prescribe to professional publications, and attend conferences for the purpose of being on the cutting edge of change. Each command and JFHQ staff section briefs their Critical Command Information (CCI) at the weekly staff meeting to share critical information with the entire command. Early indications of major changes allow us to incorporate the information into our SWOT analysis.

### **Business Continuity in Emergencies**

The AZ ARNG, in conjunction with the Governor's Office and the AZ Division of Emergency Management (ADEM), developed several contingency plans that address the continuity of government and business. “Operation Copper Dome” is an annual exercise that contains a situation forcing the evacuation of the Governor's Office and the Emergency Operations Centers (EOC) of the AZ ARNG and ADEM. The situation requires the occupation of our alternate EOC located 180 miles north of Phoenix at Camp Navajo. The AZ ARNG evacuates the Governor and selected staff members from ADEM along with the TAG and selected Joint Forces staff to operate from the alternate EOC. Computer, telephone, and



billeting capabilities were expanded to logistically support the plan. "Operation Copper Dome" was conducted annually for the past three years and we feel confident that the continuity of government and business can be conducted even during a major disaster.

The Emergency Operation Center (EOC) for the AZ ARNG, ADEM and Maricopa County are co-located at Papago Park Military Reservation. The co-location of our EOC facilitates communication, planning and coordination of our response during emergencies situations.

#### **Ability to execute the Strategic Plan**

As part of our Strategic Planning Process, the AZ ARNG developed Key Organizational Performance Measurements (KOPM) to improve customer, operational and financial performance. The KOPM align our processes with our organizational goals and objectives. These measurements provide a systematic approach to identify critical data and provide timely information about our key processes, outputs, and results. The KOPM are updated monthly and are e-mailed out to the entire organization. This approach allows everyone in the organization to focus on what is important and contribute toward improving the organization. Weekly staff meetings focus on briefing the status of selected KOPM which include: strength, DMOSQ, NoVAL, FTM training, drilling past ETS, and up coming ETS status. The Key Organizational Performance Measurements provide a systematic fact based system that provides a focal point for the entire organization. The KOPM provide the organization the agility to rapidly shift focus by adding or deleting performance measures.

### **2.1b Strategic Objectives**

#### **2.1b (1) Our strategic goals and timetable**

The five strategic goals for the AZ ARNG are:

- Goal 1: Provide trained and ready units
- Goal 2: Effectively Manage Resources
- Goal 3: Enhance and Promote Soldier and Family Programs
- Goal 4: Increase Force Structure
- Goal 5: Add Value to the State of AZ

Our key Goals, Objectives, Action Plans, Projected Performance and timetables are summarized in Figure 2.2.

#### **2.1b(2) Addressing the challenges**

As identified in P.2, the strategic challenges facing the AZ ARNG are: Provide Trained and Ready Units, Enhance and Promote Soldier and Family Programs, and Increase Force Structure. The three strategic challenges are three of our five strategic goals (Figure 2.2).

**Provide Trained and Ready Units.** This is Goal #1 of our Strategic Plan (Figure 2.2). We have identified seven objectives that are critical for meeting this goal. They are: 1.1 Provide Trained and ready units for Federal Mobilization(Figure 7.1.1), 1.2 Provide trained and ready units for Military Support to Civil Authorities (Figure 7.1.3), 1.3 Provide Civil Support Team support to law enforcement agencies (Figure 7.1.4), 1.4 Achieve NGB established MOSQ goals (Figure 7.5.7), 1.5 Units meet the four NGB established MLR goals which relates to the USR standards(Figure 7.5.2-5), 1.6 All units achieve a C3 or higher based on the criteria of AR 220-1 (Unit Status Report) (Figure 7.5.1), and 1.7 Achieve Annual NGB target strength goals (Figure 7.2.13). Each of these objectives has established targets for short, mid and long term.

**Enhance and Promote Soldier and Family Programs.** Our Vision is "A soldier-focused organization that will grow and succeed in all missions." We realize we are in the people business and that the families of our soldiers are part of the team. We developed a "One-Stop" personnel center which is scheduled for completion in FY 05, a new MWR program started in FY 04 (Figure 7.4.14) and we are developing a child care center that is scheduled for completion in 2006.

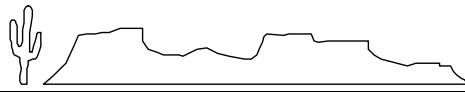
**Increase Force Structure.** Our strategic goal # 4 is to Increase Force Structure to 5,000 authorized soldiers by 2007 and 6,000 soldiers by 2010. In order for us to obtain this goal, the following objectives have been developed: 4.1 Increase the authorized force structure (Figure 7.3.8), 4.2 Rank in the top 10 on the NGB ORL (Figure 7.2.10) and Maintain NoVAL pay to less than 1.5% (Figure 7.2.12). These three objectives have short, mid and long term targets established (Figure 2.2). We have been successful in obtaining 677 additional authorized positions since FY 2000.

The AZ ARNG strategic goals, objectives and action plans are systematically aligned to address our strategic challenges. Our strategic goals and objectives balance our short-mid and long-term challenges and allow agility to take advantage of opportunities. Our KOPM provide a dependable and consistent set of measurements based on fact. These measurements provide critical data and information about our key processes, outputs, and results. Senior Leaders systematically review our Strengths, Weaknesses, Opportunities and Threats (SWOT) to adjust our goals, objectives or action plans. It is the responsibility of the QMC to monitor the trends within the organization and make recommended changes to the AEC. The QMC is



AZ ARNG Strategic Plan (Goals, Objectives, Action Plans)				End of FY Targets						
				Short		Mid				Long
Goal = #	Objective = #.#	Action Plan = #.#I letter	2004	2005	2006	2007	2008	2009	2010	Results
Base										
Goal 1- Provide Trained and Ready units.										Figure
1.1. Provide Trained and ready units for Federal Mobilizations			541	862						7.1.1
1.2 Provide trained and ready units for Mil Support Civil Authorities			240K							7.1.3
1.3 Provide Civil Support Team support to law enforcement agencies			220	250						7.1.4
1.4 Achieve NGB MOSQ targets goals			80.16%	85%	85%	85%	85%	85%	>85%	7.5.7
1.4a Establish MOSQ targets to 06			80.16%	83%	85%	85%	85%	85%	>85%	2.2
1.4b Maximize use of school quotas			84.8%	86%	87%	88%	89%	90%	>90%	7.5.13
1.5. Units meet the four NGB established MLR goals.			60%	70%	75%	80%	>80%	>80%	>80%	7.5.6
1.5a Maximize cross-leveling of personnel and equipment										7.5.3
1.6. All units achieve a C3 or higher based on the criteria of AR220-1			53%	60%	85%	90%	95%	100%	100%	7.3.1
1.6a Review impact of new force structure on readiness			4651	4714	5000	5300	5600	5800	6000	7.3.8
1.7 Achieve Annual NGB Target Strength goals			4400	4550	TBA	TBA	TBA	TBA	TBA	7.5.8
1.7a Increase DoD Market Share for non-prior service soldiers			7.30%	10%	12%	14%	15%	16%	17%	7.3.10
Goal 2- Effectively Manage Resources										
2.1. By 30 Sep 06, DCS will develop flow charts for all core processes and identify specific areas for improvement.			new							
2.1a Obtain flow charts from ND ARNG			new							
2.2. Develop a Human Resource Plan			new							
2.2a Obtain a copy of HR plan from best in class			new							
2.3 Meet or exceed authorized fill of fully qualified LT in MTOE units			122%	>100%	>100%	>100%	>100%	>100%	>100%	7.5.19
2.3a Increase appointments of 2LTs			40	45	45	45	45	45	45	7.5.19
2.4 Meet or exceed authorized fill of fully qualified WOs in MTOE			80%	85%	>90%	100%	100%	100%	100%	7.5.19
2.4a Increase number of appointments to WO			8	10	12	15	15	15	15	7.5.19
2.5. Improve Enlisted Retention Rate/Reduce Enlisted Loss Rate			79.9%	81%	82%	83%	84%	85%	85%	7.4.16
2.6 Meet or exceed FTM (AGR) strength goals			92.70%	>98%	100%	100%	100%	100%	100%	7.3.9
2.6a Identify new AGR positions for new force structure			357	408						7.3.9
2.7 Meet NGB training requirements for full-time personnel										7.4.7
2.7a Increase number of FTM completion for NGB PEC training			104	120	130	140	150	>150	>150	7.4.7
2.8 Meet or exceed FTM (Technician) strength goal			88.30%	>96%	100%	100%	100%	100%	100%	7.3.8
2.8a Identify new technicians positions for new force structure			451	534						7.3.9
2.9 Reduce the number of work loss claims			17	15	13	11	<10	<10	<10	7.4.8
2.9a Complete the Defensive Drivers Course			85%	100%	>100	>100	>100	>100	>100	7.4.9
2.9b Reduce the number of seatbelt violations			47 Feb	100	75	<50	<50	<50	<50	7.4.10
2.10 Expand new full-time employee orientation program			new	>98%	>98%	>98%	>98%	>98%	>98%	
2.11. Develop a Facilities Management Plan			new	80%	100%					
2.12. ISR (Infrastructure) bring two additional facilities to C-2 level			84.70%	86.40%	88.1	>90%	>90%	>90%	>95%	
2.12a Acquire additional Military Construction funding from NGB			24 mil	30mil	33mil	35mil	37mil	39mil	40mil	7.3.5
2.13 Develop a training area/range management plan.			new	30Dec05						
2.14 Life Cycle computers within 5 years			225	300	325	350	350			7.5.18
Goal 3- Enhance and Promote Soldier and Family Programs										
3.1. All units will have a certified Family Readiness Group (FRG)			33/59	45/59	50/59	59/59	59/59	59/59	59/59	
3.2. Increase the number of family readiness program activities			new							
3.3. Increase funding for the State tuition reimbursement program			600K	600K	1.4 Mil	1.6mil	1.8mil	2 mil	2 mil	7.4.3
3.4. Increase annual payment rate of State Tuition reimbursement			\$3,000	\$3,400	3,600	3,800	\$4,000	4,200	\$4,400	7.4.3
3.5. Increase soldier participation in the Federal Tuition assistance			335	375	425	475	500	>500	>500	7.4.5
3.7. Enhance and promote MWR programs			new							7.4.15
Goal 4 – Increase Force Structure										
4.1 Increase the authorized force structure for MTOEs/TDAs			4537	4714	5000	5300	5600	5800	6000	7.3.8
4.2 Rank in the top 10 on the NGB ORL			3	3	<10	<10	<10	<10	<10	7.2.10
4.3 Maintain NoVAL pay to less than 1.5%			1.1	<1.5%	<1.5%	<1.5%	<1.5%	<1.5%	<1.5%	7.2.12
Goal – 5 Add Value to the State of AZ										
5.1. Increase Economic Impact to the State			226 mil	235 mil	245 mil	255 mil	265 mil	375 mil	385 mil	7.3.1
5.2 Conduct Project Challenge program GED/Graduation rate			131/170	150/180	155/190	160/200	160/200	160/200	160/200	7.1.6
5.3 Perform community service hours			13161	15000	16000	17000	18000	19000	20000	7.6.12
5.4 Provide support to law enforcement										
5.4a Support Counter Drug Seizures			177Bil	200Bil	210Bil	220Bil	230Bil	235Bil	240Bil	7.1.7
5.4b Support Demand Drug Reduction training			30000	32000	34000	36000	38000	40000	42000	7.6.11
5.5 Provide authorized medical support to citizens of AZ			1884	2000	2000	2000	2000	2000	2000	7.1.10
5.6 Provide Military Funeral Honors support to Veterans			260	320	360	420	450	450	450	7.1.8

Figure 2.2 Goals, Objectives, Action Plans, Projected Performance and Timetables



empowered to call upon subject matter experts to gain information ensuring a timely response. We ensure that our strategic objectives balance the needs of all key stakeholders through our KOPM review. Figure 2.2 shows the linkage between our Organizational Performance Measurements and meeting our Strategic Goal.

## **2.2 Strategy Deployment**

### **2.2a. Action Plan Development**

#### **2.2a(1) How we develop & deploy action plans**

Action Plans are developed as part of Step 4, Implementation, of the Strategic Planning Process (Figure 2.1). The Quality Management Committee develops and recommends Action Plans to the AEC. Approved action plans are developed in a format of: What needs to be done?; Who is responsible?; and When will it be completed? The Goal Sponsor briefs the AEC on the progress of each action plan at the quarterly meetings. The Chief of Staff adjusts resources to ensure the strategic objectives are met. The action plans are linked to the objectives that are the foundation for meeting the strategic goals. Progress on meeting the timetables for accomplishing the action plans are monitored by the senior leadership and the Quality Management Committee each month. This vigilant and systematic tracking system allows the AZ ARNG to ensure organizational alignment between the strategic goals, objectives, action plans and stakeholder expectations.

#### **2.2a(2) How we establish & deploy modified action plans**

The AZ ARNG establishes or modifies action plans whenever circumstances require a shift in direction or focus. Performance measurements are established or modified for each action plan as described in Step 4 of our Strategic Planning Process. The new or modified performance measure can be added to the monthly KOPM and the weekly staff meeting to ensure rapid execution of the new action plan.

#### **2.2a(3) Key short and long term action plans.**

The AZ ARNG develops key short and long-term action plans during Step 4 of our Strategic Planning Process. Key Action Plans are listed in Figure 2.2.

#### **2.2a(4) Human resource plans**

The AZ ARNG Human Resource Plan is linked to our Strategic Plan through Goal 2: Effectively Managing Resources (Figure 2.2). The human resource action plans derived from our short, mid- and long term objectives are found in Figure 2.2 and are identified as 1.7 Achieve Annual NGB Target Strength, 2.3 Meet or exceed authorized fill

of fully qualified LTs in MTOE units, 2.4 Meet or exceed authorized fill of fully qualified WOs in MTOE units, 2.5 Reduce enlisted loss rate, 2.6 Meet or exceed Full-Time Manning (FTM) (AGR) strength goals, 2.7 Meet NGB training requirements for full-time personnel, 2.8 Meet or exceed FTM (Technician) strength goals, 2.9 Reduce the number of technician work loss claims.

#### **2.2a(5) Key performance measures & tracking of action plans**

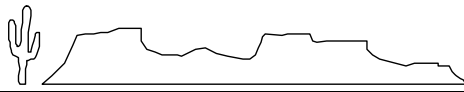
The AZ ARNG has developed Key Organizational Performance Measurements (KOPM) that are tied to our strategic goals (Figure 2.2). The KOPM are updated monthly and provide an effective and systematic evaluation of our progress. The monthly KOPM are e-mailed to everyone in the organization. The KOPM are also posted on the Intranet bulletin board and on display boards. A traveling display board allows the metrics to be displayed at any gathering of soldiers. These metrics contain comparison performance data gathered over several years. This provides the senior leadership with an excellent method for conducting a trend analysis of the organizations performance.

The TAG, AAG and the Chief of Staff personally review the KOPM each month. Any indication of a negative trend in any key process is evaluated in detail and corrective action identified.

The continuous and systematic review of our KOPM insures that measurements are aligned with the organizational mission and vision; and that key areas and stakeholders are included as appropriate. The KOPM are aligned with Strategic Goals as shown in Figure 2.2.

#### **2.2b. Performance Projection**

During Step 3 of our Strategic Planning Process, projected performance targets are reviewed and adjusted based on the SWOT analysis which includes changes in the environment, force structure, competition, resources, customer requirement and expectations, and advancements in technology. Figure 2.2 identifies our performance projections for key measurements for short -, mid- and long term planning horizons. Our projected performance considers our past performance, competitors, and "Where we want to be". Any gaps in performance with our competitors are addressed during our SWOT analysis.



### **3.0 Customer and Market Focus**

#### **3.1 Customer and Market Knowledge**

##### **3.1a (1) How we determine customer groups**

The AZ ARNG updates our customers, customer groups, and market segments during the SWOT analysis of Step 1 "Where Are We Now", of our Strategic Planning Process (Figure 2.1). Current customer requirements and expectations are reviewed to ensure our products and services remain relevant and are keeping pace with the changing market demand. The requirements and expectations of potential and former customers, including competitors' customers, are analyzed during the SWOT process to determine which customers we want to pursue. New markets, additional force structure, and missions are identified that provide opportunities for the organization.

Figure P.8 shows the segmentation of our major customer groups. We also review the type of relationship we have with each customer as being mandated or voluntary. Mandated customers receive products and services based on federal and state laws. We provide products and services to voluntary customers based on our participation in approved federal, state and community supported programs. Our mission statement in paragraph P1.1a(2) shows the breakdown of the federal, state and community missions.

At the Federal level our primary competitors are the other 53 Army National Guard organizations. The AZ ARNG benchmarks against the three non-Divisional states that border Arizona. New Mexico, Utah, and Nevada National Guards are similar in size and face many of the same challenges as AZ faces as a western state. Several of the metrics in Category 7 compare our performance against these three states.

The U.S. Army Reserve (USAR) and the Active Duty Army compete for personnel and missions. As part of our SWOT, we have identified the opportunity to increase our market share of Non-Prior service recruits within AZ. A focused effort was made to gain market share away from our Active Duty and USAR competitors to help increase our end strength. As a result of identifying and acting on this opportunity we have increased our market share of Non-Prior Service recruits from 5.6% in FY 03 to 12.4% in FY 05 (Figure 7.3.10).

Our ability to successfully compete at the national level has allowed us to grow 677 authorized force structure positions (Figure 7.3.8) since 2000. These substantial gains in force structure were accomplished during a time when the overall National Guard has declined in force structure.

Most of our customers are mandated by federal and state Laws. Within the limits of the laws, the

Senior Leadership actively pursues new markets and customers that will enhance the AZ ARNG or the State of Arizona. New customers and markets, outside of those mandated, provide employment opportunities for our Guardsmen and add value and economic impact to the State of Arizona (Figure 7.3.1). We closely monitor the customers of our competition for any opportunities to acquire part of that market share. For example, we monitor new force structure coming into the National Guard. We identified a state in the northeastern part of the country that was scheduled to receive a water purification detachment. We contacted the state and they didn't really have a need for this type of unit. In coordination with NGB, the unit was transferred to AZ where this type of unit can be used to support many of our communities during emergency conditions with fresh water.

Figure 3.1 shows some examples of non-traditional missions that we have acquired that add employment opportunities and add value to the State and Nation. These new markets and customers provide employment for 358 soldiers which is 8.5 percent of our force. Full-time employment opportunities increase the strength and drill attendance; and reduce the loss rate of the AZ ARNG.

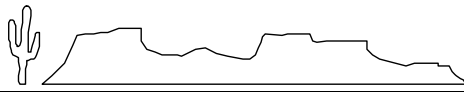
<b>New Customers/Markets</b>	<b>Full-time Jobs</b>
Peace Vanguard	28
Counter Drug	162
Camp Navajo	142
Innovative Readiness Training	4
Civil Support Team	22

Figure 3.1 New Markets and Customers

##### **3.1a(2) How we listen and learn**

The AZ ARNG uses a variety of listening and learning strategies to ensure key customer requirements and changing expectations are identified and addressed. Relevant information and feedback is gathered from our customer groups through face-to-face conversations, meetings, interviews, surveys, complaints, written and e-mail correspondence. Listening and learning strategies are conducted on a continuous basis and are linked to our performance measurement. Measurements are used to provide trend data, measure our performance, and provide early indications of meeting performance standards. The AZ ARNG links listening and learning strategies with our Strategic Planning Process to ensure priorities keep pace with changing business needs to better satisfy our customer needs.

Various systematic methods of Listening and Learning Strategies are used to gather and identify customer requirements and expectations for different customer groups. How they are linked to our Strategic Planning Process is shown in Figure 3.2.



Customer Groups	Customers	Markets	Listening/Learning Strategies
Federal	FORSCOM NGB Forest Service Border Patrol 5 <sup>th</sup> Army	Federal Federal Regional Regional Regional	Monthly Staff visits to NGB Annual State of the State Briefing to NGB Daily contact with NGB and Fifth Army Attendance at NGB/DA/Border Patrol Conferences AZARNG members assigned to NGB / national committees
State	Governor State Legislature County Sheriffs Emergency Mgmt.	Regional Regional Local Regional	TAG and AAG-A contact with Governor and Legislators Participation in Legislative committee hearings Participation in emergency response meetings Conferences and exercises Military and civic leader meetings
Community	Mayors City Councils Community Leaders School Officials	Local Local Local Local	TAG and AAG-A community visits Attend city Council meetings Attend/host Town Hall meetings Contact with high schools/colleges AAR, IPR, Attend civilian hosted committee meetings

Figure 3.2. Listening and Learning Strategies

### **3.1a(3) How we keep listening and learning methods current**

The AZ ARNG keeps our listening and learning methods current with business needs and direction through our Strategic Planning Process. Aligning our customer's requirements with functional area Directorates provides us with a systematic, decentralized approach to keeping our Listening and Learning Strategies current. The QMC and the Joint Staff continually review our effectiveness in meeting our customer's requirements through ongoing communication with our federal, state, and community customers. The AZ ARNG utilizes a variety of listening and learning strategies to ensure we have multiples modes of interaction with our customers to identify changes in needs and direction and changes in the marketplace. Growth in automation, to include the development of our .gov website, web-based technology and video-conferencing allows even greater opportunities for us to have interaction with our customers.

## **3.2 Customer Relationships and Satisfaction**

### **3.2a(1) How we build relationships**

The AZ ARNG builds customer relationships and loyalty by using a variety of communication mechanisms, listening and learning strategies (Figure 3.2), and performance measures (Figure 3.5) to ensure we are meeting or exceeding our customer's expectations. During Step 1 of our Strategic Planning Process, the SWOT analysis provides a systematic approach to identify customer requirements and expectations. Objectives and action plans are then developed to ensure we meet their requirements and expectations. Our commitment to our Vision, Mission and Organization Values provide the foundation for building and maintaining customer relationships. An example of this commitment is (Figure 7.1.1) which shows that we have mobilized 68% of the Arizona Army

National Guard since 9/11. Our effective Soldier Readiness Preparation and screening process resulted in only 1.1% of our soldiers being sent home from the mobilization station. In addition to our federal mobilizations, we have provided 433,000 of Soldier work days to support the State of AZ with Military Support of Civil Authorities and Homeland Security Missions since 9/11(Figure 7.1.3).

### **3.2a(2) Key access mechanisms**

The AZ ARNG utilizes a variety of access mechanisms that enable our current and potential customers to access information about the organization, conduct business, or make complaints. A variety of access mechanism is deployed to ensure we have the contact preferences of our different customer groups. The multiple access modes allow us to gather timely information from customers about issues that are of real concern to them. This information is then transmitted to the appropriate level of the organization for immediate action and resolution.

The AZ ARNG assigns a Staff Duty Officer (SDO) who is on call 24/7 to respond to inquiries after duty hours. The SDO is equipped with a pager and cell phone and has a notebook containing the points of contact for the organization and key customers and procedures for emergency situations. The SDO process allows the organization to respond to our customers 24 hours a day, 7 days a week.

The AZ ARNG has developed a [www.azguard.gov](http://www.azguard.gov) website that will allow non military customers and suppliers access to the information normally contained on our restricted .mil website. The .gov website will provide the public, customers and suppliers with access to information about the organization, policies and procedures, government contracts and a list of points of contact. This website will provide greater accessibility to important information for our external customers.

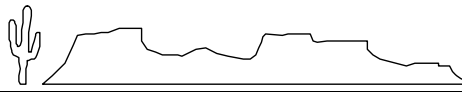


Figure 3.3 depicts the key access mechanisms customers can utilize to seek information, conduct business, request support or make a complaint.

Access Mechanisms	Federal Customers	State Customers	Community Customers
Telephone	X	X	X
.gov website	X	X	X
E-mail	X	X	X
Teleconference	X	X	X
Fact to Face Meetings	X	X	X
After Action Reviews	X	X	X
Written Directions	X	X	X
Reports	X	X	X
Town Hall Meeting			X
Periodic Reviews	X	X	X
Family Readiness Gps			X

Figure 3.3 Access Mechanisms

### 3.2a(3) Complaint Management Processes

The AZ ARNG utilizes the complaint matrix below to ensure that complaints are resolved effectively and promptly.

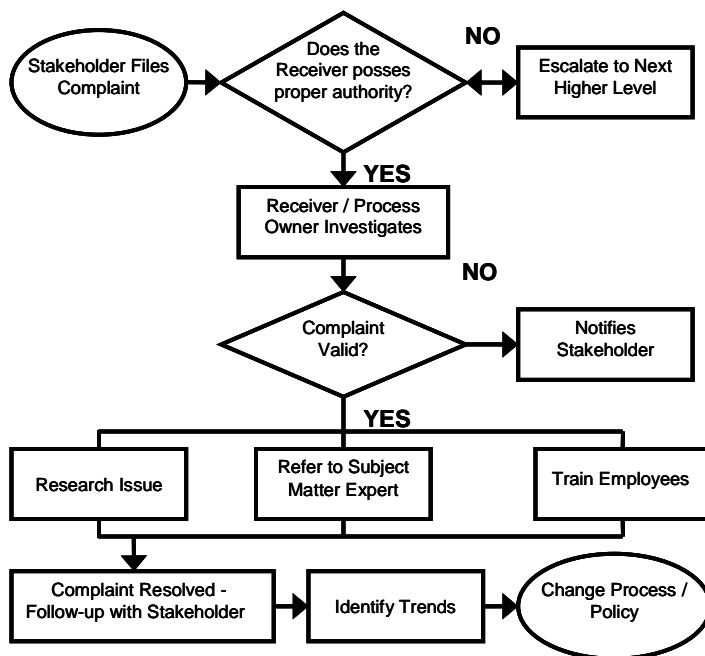


Figure 3.4 Customer Complaint Matrix

Each complaint is analyzed to determine the root cause of the complaint. Steps are identified to eliminate the cause of the complaint and to improve the overall performance of the organization. External customers and other stakeholders can voice a complaint to any part of the organization. Leaders at all levels are empowered and encouraged to solve complaints at the lowest level. The HRO trained mediators to resolve Equal Employment Opportunity (EEO) (Figure 7.4.10), and Equal Opportunity complaints (Figure 7.4.11) before they become formal complaints. This method has been very

successful in reducing complaints to only one formal EEO and three EO complaints and no union grievances within the past five years. Figure 3.4 outlines the process a complaint goes through until resolution is reached. This process ensures prompt, courteous and effective complaint resolution.

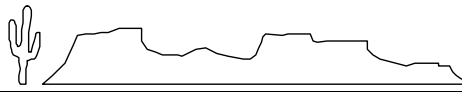
Stakeholders may also file a complaint through their congressman, legislator, or the Governor's Office. Congressional complaints and Governor Inquires come direct to the Chief of Staff who assigns an investigating officer or subject matter expert to respond to the complaint (Figure 7.6.1).

### 3.a(4) Keeping relationships current

The AZ ARNG keeps approaches to building relationships and providing customer access current with business needs and directions through our Strategic Planning Process. During our annual SWOT, we identify changes in: customer requirements and expectations, competitive environment, economy, budgets, societal, ethical, technology, regulatory, market shares, human resources, force structure, and the potential for new markets. The Quality Management Committee and the Joint Staff are responsible to address changes throughout the year. The Active Army provides an Inspector General (IG) and a Senior Army Advisor who provide guidance on current procedures and insight into future needs and direction of the Active Army. Frequent visits to NGB and our other customers provide insight into changing missions and requirements. AZ ARNG personnel are encouraged to apply for and participate in tours of duty with NGB. Participation in these tour opportunities provides for career progression and gives the individual, and thus, the home state, insight into NGB requirements. We currently have 17 Officers, 13 Warrant Officers, and 12 Enlisted Soldiers on tours at NGB. These soldiers help support the NGB staff and provide excellent insight into the changing requirements and expectations of one of our main federal customers.

Within the State, the Joint Force HQ is co-located with the Department of Emergency Management. The Director of Emergency Management and The Adjutant General both maintain offices in the same wing of the state headquarters' building. This close interaction reinforces communication between the AZ ARNG and one of our largest customers.

Additionally, the AZ ARNG, the State and Maricopa County maintain their Emergency Operation Centers on the Papago Park Military Reservation (PPMR). Close proximity to our largest customers during an emergency response allows us to be an active participant in disasters, joint training and exercises.



### **3.2b Customer Satisfaction Determination**

#### **3.2b(1) Determining customer satisfaction**

The AZ ARNG determines customer satisfaction/dissatisfaction through a variety of formal and informal feedback mechanisms. In addition to measuring customer satisfaction, we utilize several measurement tools that offer an early warning of potential dissatisfaction. These tools enable us to take a proactive approach to resolving customer complaints rather than waiting for them to

surface through other channels. Measurements are designed to provide information on performance over a period of time which allows us to conduct trend analysis to determine positive/negative trends. These measurements cover our federal, state and community customer groups and provide fact based information on how well we are delivering our products and services.

Figure 3.5 is a list of those measurements which provide early indications of customer satisfaction.

Customer Groups	Requirements	Determinates of Satisfaction	Measures
Federal	<ul style="list-style-type: none"> <li>- Mission Capable Units</li> <li>- Train Aviation Students</li> <li>- Counter Drug Operations</li> <li>- Border Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- Capable units for deployment</li> <li>- Students Trained and Surveys</li> <li>- Drug interdiction</li> <li>- Engineer Units</li> </ul>	Figure 7.1.1 Figure 7.1.5 Figure 7.1.7 Figure 7.1.9
State	<ul style="list-style-type: none"> <li>- Mission Capable Units</li> <li>- Add Value</li> <li>- Youth Programs</li> </ul>	<ul style="list-style-type: none"> <li>- Units deployed within the State</li> <li>- Add Economic Value</li> <li>- GED/Graduation rates</li> </ul>	Figure 7.1.3 Figure 7.3.1 Figure 7.1.6
Community	<ul style="list-style-type: none"> <li>- Support Community Projects</li> <li>- Drug Awareness Training</li> <li>- Socially Responsible</li> </ul>	<ul style="list-style-type: none"> <li>- Community Service Hours</li> <li>- DDR Missions</li> <li>- Noise Complaints</li> </ul>	Figure 7.6.12 Figure 7.6.12 Figure 7.2.9

Figure 3.5 Customer Satisfaction Measurements

#### **3.2b(2) How we follow up with customers**

The AZ ARNG follows up on our products and services with our customers by using forums such as: After Action Reviews, In-Progress Reviews (IPR) surveys, face to face conversations, e-mail, telephone, video teleconferencing, and written correspondence. Customer follow up varies from daily, weekly, monthly, quarterly or annually based on the product and services provided. This constant interaction occurs electronically, in person, and by phone, fax and other methods. Reciprocal visits provide the invaluable input that only face to face contact can provide. Our customers are encouraged to visit our facilities to gain insight into our organization and share their ideas and expectations.

#### **3.2b(3) Customer Satisfaction Information Relative to our Competitors**

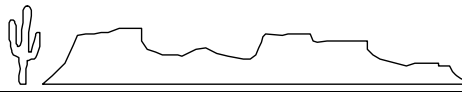
The AZ ARNG uses information provided in a variety of reports to track our performance and compare it with that of our competitors. We closely monitor our performance and standing as compared to our competitors in satisfying customer requirements to ensure we stay competitive. Reports that provide a National Ranking such as our number 3 ranking on the NGB Order of Readiness List (ORL) (Figure 7.2.10) provides an excellent measurement to compare our performance and ranking with our other 53 National Guard Organizations competitors. The Post Mobilization Survey allows us to compare some of our support processes with over 15,000 other National Guard Soldiers being mobilized.

DoD Market share for Non-Prior enlistments within AZ allowed us to focus on increasing our market share which resulted in the AZ ARNG gaining an additional 100 non-prior service soldiers in FY 04 (Figure 7.3.10).

#### **3.2b(4) How We Keep Approaches to Customer Satisfaction current**

The AZ ARNG utilizes various methods to ensure our approaches to determining customer satisfaction remain current with business needs and directions. During our Strategic Planning Process, the SWOT analysis identifies any changes in customer requirements and expectations. Objectives and/or action plans are developed to emphasize and track progress toward meeting any new requirements. Regular contact with our customers groups utilizing the various modes listed in Figure 3.3 has helped identify changing environments and requirements. This ease of access has increased the frequency of customer contacts, enhanced our understanding of customer requirements, and improved our responsiveness.

Face to Face contact with our customers remains the most effective way to measure customer satisfaction and identify any changes in the customer requirements and expectations. Our Senior Leadership conducts an annual State of State Briefing to the NGB staff. Performance measurements and national rankings are briefed and discussed with the NGB leadership and staff. We also identify our desires for additional force structure and the types of units we can best support.



#### 4.0 Measurement, Analysis, and Review of Organizational Performance Process

##### 4.1a(1) How we select, collect and align data

The AZ ARNG selects, collects, aligns, and integrates data and information for tracking daily operations and for tracking organizational performance through our Key Organizational Performance Measurement (KOPM) (Figure 1.3) and various leadership forums.

The KOPM are designed to support decision making, planning and performance improvement. KOPM are designed to provide the senior leadership with a systematic fact-based set of measurements that are aligned to support strategic objectives and action plans. Senior leaders review the performance measures monthly as a means to guide both improvement and opportunities for innovation. The KOPM are updated monthly and are e-mailed out to everyone in the organization. Effectively communicating the performance measures throughout the organization allows all employees to see what is important to the organization and optimize their contributions. Our KOPM include: National Ranking on the NGB Order of Readiness List (ORL), authorized strength percentage, NGB Target Strength vs. Actual Assigned Strength,

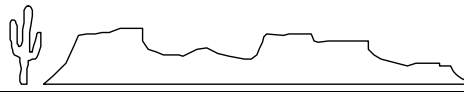
NoVAL Pay, DMOSQ, Enlisted Loss Rate, and mobilizations provide a picture of the “state of health” of the organization. Key performance measures focus on and reflect the key drivers determined critical for the success of the organization.

The leadership forums used for measurement and analysis (Figure 4.1) are designed for the collection, integration, management, analysis, and use of data and information. They provide a systematic fact-based process to gather appropriate data and information throughout the organization to support the daily operation, organizational decision making, and tracking progress in achieving our strategic objectives and action plans.

The Office of Strategic Plans (OSP) in coordination with the Quality Management Committee (QMC) tracks daily operations and data generated by the leadership forums. The OSP and the QMC provide a central point where data is selected, collected, analyzed, and aligned to our Strategic Goals, Objectives and Action Plans. The OSP posts the data to the KOMP providing the leadership with timely, fact-based data to support the decision making, planning and improve performance

Forum	Frequency	Review Process	Data	Data Users	Comparison
<b>NGB</b>					
Deployments	As required	USR standing	States USR reports	Units	Deployment Standards
Total Guard Analysis	Quarterly	ORL standing	Various reports	NGB	Other States
<b>JFHQ</b>					
AEC	Quarterly	Strategic Goal Status	Goal Sponsors	AEC	Strategic Goals
Senior Commander Conference	Semi-Annual	Strategic Goals	KOPM	Sr. Commanders	Other commands
TAG meetings	As required	Community partnering	ChalleNGe, JCNTF	Senior Commanders	Governor Plan, Goals
Town meetings	As required	Community centers	Various	Joint Programs	Governor's Report
Staff Meeting	Weekly	Status of KOPM	KOPM	J-Staff & MACOMs	Standards
Engineer Board	Quarterly	Community support	Community requests	Facilities Mngt Office	Completion rates
PBAC	As Required	Resource readiness	SSTANFINS, BPEA	USPFO/Program Mgr.	Readiness
AAG Senior Cdr Meetings	Quarterly	Strength, Attrition, NoVAL	SIDPERS, NoVAL	DCSPERS	Standards
Roundtable	Monthly	Current status	Strategic Goals	Joint Staff	Other States
Yearly Tng Briefs	Annual	Unit resources	MLR, USR, MTP's	Units	MTP standards
<b>DIRECTORATE</b>					
DCSOPS Pre-RRB	Monthly	Unit and Staff review	Unit USR's	AO / Readiness NCO	USR Standards
DCSPER Meetings	Twice per month	Strength, NoVAL, Attrition, DMOSQ	SIDPERS, NoVAL	PAC NCO's, DCSPERS	Standard
<b>MACOMS</b>					
SMET	Monthly	Strength, Attrition	SIDPERS, NoVAL	Readiness NCO's	Standard
Staff Meetings	Monthly	KOPM	Training Schedules	BDE/BN/CO Staff	Subordinate Units
DMOSQ Review	Monthly	Review for Pre-RRB	SIDPERS	Joint Staff	Unit data

Figure 4.1 Measurement and Analysis



#### **4.1 a (2) Selection of comparative data to support decision making and innovation**

The AZ ARNG selects and collects competitive comparisons and benchmarking data to improve performance and support operational and strategic decision making and innovation. We collect comparison data on our competitors in specific area that we want to explore expanding our market share. An example of this is the DoD market share for non-prior service soldiers within AZ. The AZ ARNG identified the opportunity to gain market share by collecting and analyzing how many and where non-prior service soldiers were being recruited within AZ. After analyzing where most of the non-prior soldiers were being recruited we shifted our recruiting force to expand into these areas. This action resulted in the AZ ARNG gaining an additional 100 non-prior service soldiers from FY 03 to FY 04.

NGB provides several reports that provide national rankings. This data provides an excellent way to compare our standing compared to our other 53 National Guard competitors. A key measurement that provides a national ranking and national comparison is the NGB Order of Readiness List (ORL). The ORL was used by NGB to help determine which states could support additional force structure. We identified the method and the formula for how NGB ranked states during a visit in FY 2000. At that time, we were ranked 38<sup>th</sup> in the nation. Our strategic goal #4 is to "Increase Force Structure" and learning how the ORL metric was determined allowed us to focus attention and resources to improve our ranking on the ORL in hopes of gaining additional force structure. We are currently ranked 3<sup>rd</sup> on the ORL and have gained 677 additional force structure positions since FY 2000 (Figure 7.3.8).

We also compare our performance with the states that border AZ that do not have a Division within their state. The States of UT, MN and NV are similar in size and are faced with many of the issues and problems facing south western states. These comparisons allow us to compare our performance with similar sized states within our region of the country. Category 7 contains these comparisons.

The AZ ARNG benchmarks with best in class for both National Guard and civilian agencies. Benchmarking allows sharing of best practices to facilitate improving performance and processes. We have benchmarked with the ND ARNG for flowcharting examples, MN ARNG for best practices, and several members of the AZ Quality Alliance for business ideas. Process owners are empowered to conduct benchmarking activities when the need arises as the result of a gap

identified in performance or the desire to improve a particular process.

The AEC utilizes competitor comparisons during the SWOT analysis segment of our Strategic Planning meetings. Potential markets, customers and market share are identified to pursue. Comparative and competitive data is also considered when establishing our projected performance targets listed in Figure 2.2.

#### **4.1 a (3) Performance measurement systems**

The AZ ARNG ensures that our performance measurement system stays current with business needs and directions by maintaining close contact with our customers. The access mechanisms listed in Figure 3.3 provides methods to maintain customer relationships. Maintaining close contact with our customers allows us to determine how we are doing in meeting customer requirements and expectations. Metrics that provide indicators of customer satisfaction (Figure 3.5) are closely monitored for any sign of a change in our performance.

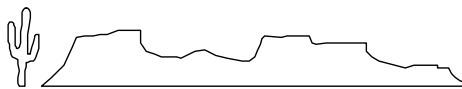
The Quality Management Committee (QMC) has the charter to review Key Organization Performance Measures (KOPM), post mobilization survey, customer satisfaction metrics, and any changes in the environment to include: changes in customer requirements and expectations, competitors, financial, technology, societal, ethical, regulatory guidance, and force structure. The QMC can call upon subject matter experts to ensure that any gaps in the planning process are identified. The QMC is comprised of two NCO, two Warrant Officers, two company grade officers and two field grade officers. The members of the QMC represent the diversity of the organization.

The QMC ensures that our performance measurement systems are sensitive to rapid or unexpected organizational or external changes.

#### **4.1b(1) Organizational performance review**

The senior leadership of the AZ ARNG developed the KOPM to share with all employees and stakeholders what is important and how we are doing. Providing KOPM to all employees and stakeholders allows everyone to optimize their efforts and contributions to meeting specific metrics that are important to the success of the organization. The Director of Strategic Plans (DSPP) updates the KOPM each month and personally briefs the AAG-Army, Chief of Staff and State Command Sergeant Major.

The QMC in coordination with the Office of Strategic Plans (OSP) utilizes a systematic process to analyze all types of raw data. Analysis techniques enable meaningful interpretation of raw data to



provide more timely and useful information for decision making. This process provides senior leaders with fact-based data to help determine the overall health of the organization. Monthly reviews of the KOPM are used to assess our success in meeting our customer requirements and expectations by comparing current performance with meeting established performance targets (Figure 2.2). Any indication of a negative trend in any of our KOPM that may prevent obtaining our strategic objectives or action plans is quickly identified and analyzed. If necessary, cause and effect relationships, root causes of problems and the impact of various processes on performance outcomes are conducted to support leadership fact-based decision making.

The systematic and timely analysis of raw data allows the AZ ARNG to rapidly identify and respond to changing organizational needs, customer expectations, competitors, and changes in our operating environment.

#### **4.1 b (2) How we communicate results and analysis to support decision-making**

The QMC and the OSP translate raw data into recommendations for him AEC to develop the KOPM. The KOPM aligns with our strategic objectives and action plan and identify the priorities for the organization. Subordinate leaders and employees at all levels of the organization can clearly understand what the priorities are and the impact that their contribution has on the overall organizational performance. This enables employees at all levels to plan and schedule work to optimize their contribution to the overall performance of the organization.

The Chief of Staff (CoS) conducts a weekly staff meeting attended by the Joint Staff Directorates and MACOMs. The weekly staff meetings focus on subordinate commands and the staff briefing the data that comprise the KOPMs. The weekly staff meeting provides a systematic process for data review to improve performance at all levels of the organization. Potential negative trends are identified at the weekly staff meeting and corrective actions are developed to improve performance that deviates from planned or projected performance.

The KOPM provide a systematic process to provide employees and managers at all levels of the organization with useful and timely information to support decision making. We ensure organizational alignment by deploying priorities and opportunities through the Internet (Figure 4.2).

### **4.2 Information and Knowledge Management**

#### **4.2a Data and Information Availability**

#### **4.2a(1) Data and information availability**

The AZ ARNG makes data and information available and accessible to our employees, suppliers, partners, and customers utilizing the various methods described in Figure 3.3. Our Intranet and Internet sites are the primary source to make information available immediately (Figure 4.2).

We also make information technology available to the organization through Kiosk machines and Blackberries. The kiosks are conveniently located in eighteen locations across the state which provides useful information to soldiers. Examples of the information on the kiosks are: job openings and MWR information. The Blackberries are a handheld device that can send and receive e-mail and be used as a telephone. We made efforts this Fiscal year in the development of an [azgard.gov](http://azgard.gov) website that will act as a local portal for information. We have replaced our Gauntlet firewalls with new PIX firewalls to keep up with security this fiscal year.

Wide Area Networks are being used to make personnel information available through the use of the web-based USR. The network is used in all daily activities to push information out to all concerned members inside and outside of the organization. Readiness data is electronically mailed to key staff and is also displayed on the Intranet banner. Key organizational performance measures are e-mailed to all employees, thus pushing the data to the field. Current financial status and detailed reports are available on the Intranet, as are daily payroll reports. SIDPERS data is transferred to each unit and then accessed using the UPS system, providing units with daily personnel information. Payroll completion reports are sent to units as payrolls are completed by DFAS. Financial status information is made available on the Intranet allowing anyone to see the status of accounts, and allowing anyone to query the detailed status of any account. Detailed analysis of Status of Strength is posted monthly on the Intranet comparing status versus goals for each unit in the AZ ARNG and their individual status for NoVAL Pay. Many of the NGB programs are going to become web-based in the very near future. Non-technological means of making information accessible is through mandatory drill letters and training meetings by every unit in the state. The HQ also puts out a quarterly newsletter called the Heliograph that is mailed to the home of each soldier.

The AZ ARNG utilizes commercial, off-the-shelf network management software to monitor the network and various systems to ensure the appropriate users are getting the appropriate data.

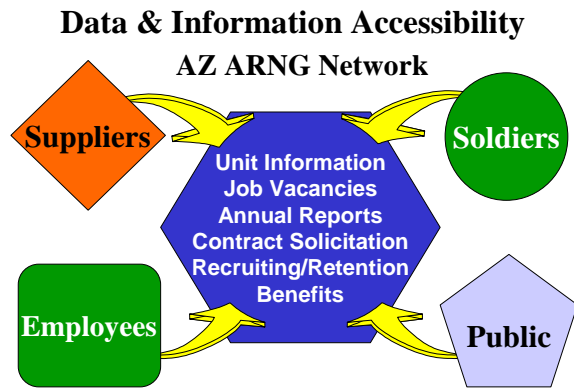
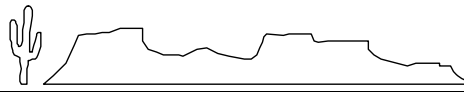


Figure 4.2 Data &amp; Information Accessibility

#### 4.2 a (2) Hardware & software reliability

We ensure that hardware and software is reliable and user friendly through our lifecycle programs, standardization, and adapting to customer feedback. NGB and the AZ ARNG Program Budget Advisory Committee (PBAC) are financing the lifecycle replacement of computer workstations to try to keep the average system age less than 5 years. (Figure 7.5.18) Computer systems are being maintained throughout the AZ ARNG using 3-year on-site maintenance warranties.

Hardware reliability is maintained by replacing most systems within 5 years and by maintaining contract maintenance and customer support activities to resolve hardware problems. Hardware is made user friendly by maintaining common system types and having local system administrator's work with users to resolve local issues.

Software is made reliable by using industry standard office software with automatic updates. Automatic updates are performed using a Systems Update Server (SUS). Software versions and updates are tracked remotely using network management software. Software is made user friendly by using standard office automation software with computer-based-training available on the Internet and third-party training available locally. Training is also available at the National Guard Professional Education Center (NG PEC). Other software, provided by NGB for unit level orders, personnel, logistics, and training activities, is trained and supported by the staff proponent. User feedback is provided on each system and is closely analyzed to make improvements to the systems to make them more user friendly (Figure 4.3). Future hardware and software purchases are based on system monitoring results to resolve data flows, capacity requirements and security vulnerabilities.

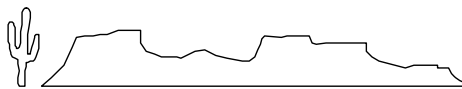
Hardware and Software Reliability					
System	Hardware	Reliability	Software	Reliability	User Feedback
SIDPERS	HP-9000	Very High	NGB	High	Units want update capability
STANFINS	HP-9000	Very High	NGB	High	Reconciliation adjustments are slow
JUSTIS	HP-9000	Very High	NGB	Very High	Want better access
AFCOS	HP-9000	High	NGB	High	Timely and accurate
UPS	Dell Server	High	NGB	High	Easier to use than before
Auto 1379	Unit Workstation	High	NGB	High	Could be more friendly
Auto SOF	HP Proliant/ Internet Server	Very high	Oklahoma	High	Timely and accurate
Intranet	Server	High	MS FrontPage	High	Want more information

Figure 4.3 Hardware and Software Reliability

When users experience hardware problems, they call a single point of contact (help desk) for customer support that arranges for contract maintenance or local support to resolve the issue. When users experience issues with software they call the software point of contact to get the issue resolved. Customers can initiate an automated trouble ticket on our Intranet site or they can call customer support by telephone. When a trouble ticket is resolved the customer then receives an e-mail where they can give feedback on services rendered. Software is standardized on all computer workstations, and is industry standard software for which training is readily available. Standardized software also allows the customer support technician to be proficient on all software issues that may occur,

thereby increasing customer satisfaction.

Computer based training for computer office automation software is also made available on the Internet or through a variety of vendors. Workstation Administrators are kept up to date with the latest technological advances through Workstation Administrator (WA) Meetings held as necessary. These meetings are held to ensure two-way communication between the Deputy Chief of Staff for Information Management (DCSIM)/Director of Information Systems for Command, Control, Communications and Computers (DISC4) and their customers. Basic computer skills are also taught at each meeting to give the WA's a baseline of knowledge for resolving small computer issues and



decrease downtime for customers. The DISC4 also provides a Frequently Asked Questions (FAQ) page on the Intranet to give answers to customers quickly rather than having to wait for some of the more simple issues to be resolved. Other software, provided by NGB for unit level orders, personnel, logistics, and training activities, is trained and supported by the staff proponent.

#### **4.2a(3) Ensure continued availability of data**

The AZ ARNG ensures the availability of data and information in the event of an emergency in several ways. We first ensure availability of our data by performing back-ups of data and servers. Critical personnel and pay data are backed up daily. All the servers in our Data Processing Center are backed up weekly with the data stored in a different physical location. A Contingency of Operations Plan (COOP) is in place in the event of an emergency with New Mexico and Utah. The intent this year is to perform mission critical testing of the spare HP L2000 computer and AFCOS, STANFINS, SIDPERS as well as other programs.

We also have a Joint Operations Center (JOC) in the AZ ARNG which is managed by the J3. The JOC maintains and provides a common operations picture of the AZ ARNGs domestic operations, activities and capabilities. The JOC also provides emergency communications for decision makers upwards to the national level as well as to the joint Task Force Commanders. Services that are available within the JOC are computer systems with up to date software, printers, local and national television and radio, governor's quarters and several different radio systems. These radio systems include an HF/UHF/VHF and satellite radio systems that can pass voice and data and traffic locally and world wide. We can put any number of these systems into effect based on the emergency IAW our Comm Plan (Figure 7.5.17).

Copper Dome exercises are another way that Arizona prepares for emergencies. We create and solve scenarios similar to real life emergencies with real players. We conduct a Copper Dome Exercise annually. We have created a transportable network and have also placed new permanent TOC equipment in the northern part of the state to ensure availability by adding additional servers, telephone lines, wiring and computers. Key leadership and primary staff are equipped with Blackberrys as well as equipping Copper Dome participants with laptops.

#### **4.2a(4) Data and information availability**

We keep our data and information availability mechanisms current with business needs by adapting to advancements in technology and changes in customer expectation/requirements. FY 05 significant impacts include the adaptation of electronic record

keeping and the implementation of Microsoft's Active Directory. Presently, we have scanned 100% of the enlisted soldier's personnel files into PERMS with 55% of those files being "indexed." The AZ ARNG has also completed the migration to Active Directory. Additional changes include incorporating proactive upgrades of patches and upgrades that are available to all utilized software within the AZ ARNG.

Data and information availability mechanisms are kept current with business direction by adapting to the changing needs. We have dedicated a SAN (Storage Area Network) that holds two Terabytes of data with "mirroring" to our data preservation efforts. At the present time we work closely with NGB to update all the Army's software on our systems and are also working to move towards web based programs for the future. To promote awareness of the goals of the Strategic Plan, KOPMs are made available in selected areas to achieve the strategic goals (Figure 4.4).

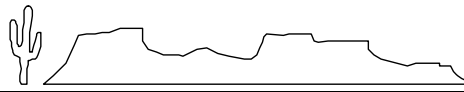
Key advances in Information Technology are discussed in several forums designed to promote continual improvement. Hardware and software systems are kept current with business needs in a variety of ways. Larger circuits were installed within the past few years to provide units with increased bandwidth and reliability for network, Internet, and electronic mail operations. These larger circuits are also direct circuits instead of concentrated circuits to provide greater reliability. Also, they allow additional software at the unit level to facilitate distributed payroll processing, order issuing, and personnel information processing. This increased bandwidth has facilitated better access to the Intranet where key information is presented and relevant to the Strategic Goals.

The unit level computer workstations, which are also replaced according to the lifecycle of every five years, are capable of running additional and more demanding software. This includes UPS to allow units to see their portion of the SIDPERS database, which is revised daily and software to allow units to process payroll for their soldiers.

Due to this increase in bandwidth the AZ ARNG was able to implement the use of Internet Protocol (IP) telephones. IP phones use the same cabling as the computers which reduces cost and passes more data through the line. This system is used to meet the needs of dispersed customers throughout Arizona. We increased our number of IP phones this year by 25%. We also added a [www.azguard.gov](http://www.azguard.gov) site using a local Internet Service Provider which enables users to connect to certain network data easier and faster.

#### **4.2b Managing Organizational Knowledge**

The AZ ARNG manages organizational knowledge by collecting and transferring data primarily by means of the Intranet to internal customers and the Internet to external customers.



Since most employees of the AZ ARNG are soldiers, job vacancies are now made available on the Internet along with other personnel and benefit information. Since many soldiers transfer into the AZ ARNG from active duty or other states, unit vacancy information is also made available on the Internet site. Information about the AZ ARNG, types of units available and methods to contact recruiting personnel are made available on the Internet site for citizens looking to be soldiers. To inform the public, communities, and legislators about what the AZ ARNG does for Arizona, several items of information are available on the Internet to promote community awareness and support.

To improve the method of competing contracts with vendors, contract solicitations are now made available on the Internet site. This process improves contracting timeliness and makes solicitations available to more potential vendors.

Soldiers requested access to personnel processes, training guidance, policies and publications, and other information. To adapt to this need, mechanisms were developed to make this information was available on the Intranet as well as through a Virtual Private Network with secure access. Also, instead of discarding old computers we refurbish them and place them in the work bays for mechanics to view their Electronic Technical Manuals (TM) that are on CD. This ensures that mechanics are following the latest TM and that the data is in a convenient location.

Another method of ensuring the transfer of employee information is the utilization of shared file directories. These directories are accessible to a designated list of personnel having a need to the information in the directory. One person may manage this shared information with full read-write capability, with other personnel having only read capability. This year the AZ ARNG implemented a new file server to facilitate the need of more customers with bigger files

to share.

These methods ensure rapid data validation and reliable assurance that our customers, suppliers and partners are getting the most up-to-date information as quickly as possible. Not only does this increase productivity, but customer satisfaction as well.

#### **4.2c Data, Information, and Knowledge Quality**

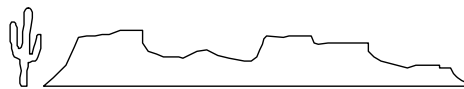
The AZ ARNG ensures the quality of our organizational data, information and knowledge through a variety of resources as well as through the utilization of AR 25-2. Figure 4.4 shows what data is available, as well as the integrity and security level of that data. Examples of ensuring the integrity of our data is the timeliness and frequency of which we update that data. SIDPERS personnel information entry is controlled by edits and supporting documentation for each entry to ensure data integrity and reliability. SIDPERS is revised daily and creates unit files for their daily review, thereby assuring timeliness. Units need approved access to the daily SIDPERS files to conduct file transfers to their local systems to assure security and confidentiality. Units use the UPS system to facilitate the transfer of these read-only files for their local analysis to assure the accuracy of changes previously submitted.

The USPFO Accountant, who authorizes access and the various automated linkages from our Contracting, Finance, Orders, Reservation, and Logistics systems to assure data integrity, controls STANFINS accounting information. The Accountant also approves data entry of the manual transactions input into the system. STANFINS information is revised daily for timeliness, with revised read-only information made available on the Intranet for review and query by everyone. The distribution and utilization of funds are tracked through STANFINS with quarterly reconciliations with fund managers to ensure accuracy.

**Data Availability and Quality**

<b>Data</b>	<b>Source</b>	<b>Availability</b>	<b>Timeliness</b>	<b>Confidentiality</b>	<b>Integrity &amp; Reliability</b>
ORL	USR SIDPERS	E-Mail list Intranet	Quarterly	Domain Access	Unit SIDPERS Data adjusted by O
NoVAL	SIDPERS	SOS on Intranet	Monthly	Domain Access	Coded active SIDPERS but not being paid
USR	Unit	G-3 file copy	Monthly	Domain Access	Unit assessment
SIDPERS	Unit	UPS Unit data file	Daily/Monthly	Sensitive	Tight controls, Joint Reconciliations
STANFINS (Accounting System)	PM, AFCOS, obligating docs	Intranet, Reports are also available when requested	Daily	FOUO	Tightly controlled data flows; reconciled quarterly by accountant
JUSTIS	DA 1379'S	E-Mail reports	Weekly	Sensitive	Tight controls SIDPERS link
Enterprise Data Whs	GKO	Internet	Daily	FOUO	Based on State data
Obligation Plan	MAD	Financial Managers	Quarterly	FOUO	Based on AFP to support missions
PBAC Minutes	STANFINS	PBAC Briefing	Quarterly	Unclassified	Allocates resources and funds UFR's
Automated SOF	STANFINS	Intranet AFCOS Report	Daily	FOUO	Gives PM a status of available funds
KOPM	AEC	Intranet OSP	Quarterly	Domain Access	Allocates Resources

Figure 4.4 Data Availability and Quality



## **5.0 Human Resource Focus**

### **5.1 Work Systems**

#### **5.1a Organization and Management of Work**

The leadership of the AZ ARNG recognizes that in order to accomplish our strategic goals and objectives (Figure 2.2), we must stabilize and strengthen our workforce.

##### **5.1a(1) How we organize and manage work**

Work is organized and managed in the AZ ARNG by promoting the enhancement of our employee's skills through training, organizational culture, cooperation, initiative, empowerment and innovative means in order to meet our Strategic Goals (Figure 2.2).

The AZ ARNG employee base consists of four main employee groups. In the case of our military force, it is important to recognize that soldiers are not only our employees, but they are also our customers. Traditional soldiers perform military duty and training at least 39 days throughout the year. Active Guard/Reserve (AGR), Federal Technicians, and State employees comprise our full-time workforce. Due to mobilizations we have temporarily replaced many of our full-time support staff – FMSs, CSMS, USPFO, etc. – with contract employees. All of these work groups, located in facilities throughout Arizona, provide the day-to-day support for fulfilling our mission of providing ready soldiers and units.

Jobs and skills are managed through federally mandated directives and the Support Personnel Manning Document (SPMD) established by the Office of Personnel Management (OPM) and National Guard Bureau (NGB), through federal regulations and state directives.

The Human Resources Office (HRO) manager, Deputy Chief of Staff, Personnel (DCSPER) and senior leadership determine placement of jobs based on organizational needs. For our Traditional soldiers, Modified Tables of Equipment/Tables of Distribution and Allowance (MTOE/TDA) dictate organizational alignment, including command and position levels.

For all employees, job specific descriptions define the degree of responsibility, the job-specific tasks, and the inherent levels of authority. If our organization's requirements change and our manning does not, amendments to current job descriptions are developed to cover the new job requirements or to account for additional duty opportunities such as Equal Employment Opportunity (EEO) Counselors, Work Station Administrators, etc. This allows our employees to be evaluated and recognized for those 'extra things' that add value to them and to our organization.

##### **5.1a(2) How work systems capitalize on diversity**

We are committed to maintaining a strong and dedicated workforce that reflects the communities in which we operate (Figures P.2, 3, 4). While the work and job descriptions are mandated, the placement of the units and the job positions are managed by our leadership. They have the challenge of placing units in locations based on the labor force population.

An armory on the Navajo Reservation is being planned. The Navajo Reservation spans 11 million acres in Arizona and includes over 250,000 Navajos. This partnership will facilitate an armory, a unit, and a community working together.

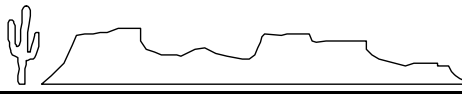
The AEC utilizes teams to enhance processes and organizational performance. Most recently a Process Action Team (PAT) is redefining AGR career development and writing concurrent guidance. Another work team was charged with redefining the organization's enlisted promotion system and rewriting the guidance. The team uses After Action Reports (AAR) from previous promotion boards and solicited input from process users to assist in developing a much improved system.

##### **5.1a(3) Achieving effective communication and skill sharing**

Communication and sharing information across the organization is achieved in a variety of ways. The organization publishes a quarterly magazine, the Heliograph that is mailed to every AZ ARNG soldier. Each unit publishes their own newsletter and drill letter, as do many of the Directorates (DCSLOG, HRO, etc.). The AZ ARNG websites, an Intranet ([azgard](#)) for restricted internal information and an Internet ([www.az.ngb.army.mil](http://www.az.ngb.army.mil)) for all shared information, have become two of the most important means of sharing information. Examples include: job vacancies posted for technicians, AGRs and state employees to include all the necessary forms required to apply for these positions; results of the promotion boards and the order of merit list for each rank; and the minutes of the AEC meetings, soldiers survey results, and organizational performance measures. Each JFHQ staff section has their own webpage that contains information regarding their activities and projects.

Communication of organizational information is passed on by a myriad of vehicles including: staff meetings, training meetings, quarterly employees meetings hosted by TAG, DCSPER Personnel Readiness Committee meetings, etc.

In addition, all new full-time employees attend an orientation program conducted by the HRO. This program covers information regarding pay, benefits, sick leave, retirement and other key job related information. All necessary forms such as the



selection of health coverage and Thrift Savings Plan options are completed during the orientation. The Chief of Staff conducts an ethics briefing and the Director of Strategic Plans briefs the Organizational Strategic Plan. Each new employee is provided a copy of the Strategic Plan.

### **5.1b Employee Performance Management System**

Stabilizing the workforce is one of the objectives of our human resource plan. A retention bonus plan, instituted in January 2001, creates stability and promotes retention of our full time workforce in the lowest level of employment (GS-05 and GS-06). These grade levels were identified through trend analysis as positions with the most frequent employee turnover. Providing a retention bonus to employees at the GS-05 and GS-06 grade levels has resulted in increased employee satisfaction and productivity, and has significantly reduced their turnover rate.

Our Information Management section was also experiencing a high rate of personnel turnover for several years. A financial adjustment to increase Information Management personnel pay resulted in increased employee satisfaction and productivity, and has significantly reduced the turnover rate.

Our employee performance management system supports a customer and business focus. Supervisors follow a four-step performance review process for our employees.

**Step 1 – Analysis:** Supervisors review position descriptions and job expectations with all employees. For our traditional soldiers and our AGR force, this is completed through either the OER support form or the NCOER counseling process. The Technician workforce completes a Technician Performance Plan, either supervisory, or non-supervisory, as appropriate. State employees receive an annual Merit Appraisal. These are all used for both informal and formal performance reviews. The supervisor reviews department and organizational goals and objectives and ensures that the employee objectives lead to accomplishment of the organizational goals.

**Step 2 – Agreement:** The supervisor and the employee jointly agree on the training requirements and performance objectives for next rating period.

**Step 3 – Review:** During the course of the year, the supervisor provides both informal and formal feedback to the employee and documents on the appropriate form.

**Step 4 – Evaluation:** At least annually, all employees receive a formal evaluation of their performance. Formal evaluations become the basis

for promotions/reductions, adjustments to compensation, additional training requirements and new assignments.

Having our employees share in developing their individual performance expectations that are linked to the organizational goals encourages innovation and initiative, and provides growth opportunities for each employee.

Due to the nature and diversity of employment categories within the AZ ARNG (dual/non-dual status federal civil service, temporary technicians, Active Guard Reserve (AGR), ADSW, M-Day, and state civil service), the performance management system incorporates several different performance evaluation programs. Listed in Figure 5.1 are some of the available Employee Performance Recognition methods that support high performance, retention, and productivity.

### **5.1c Hiring and Career Progression**

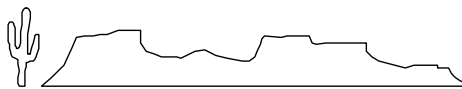
#### **5.1c(1) Identify characteristics and skills needed**

When hiring personnel we consider new force structure, the communities we operate in, potential changing missions, advances in technology and our organizational goals. Potential military employees are hired and placed based on regulatory guidance using numerous tools: ASVAB test, civilian education required for officers, and professional certifications for medical, attorneys, etc. Technician required skills are identified through KSAs (Knowledge, Skills, and Abilities) listed on the job announcement and identified by the applicant in their application/resume. Interviewing is the primary approach to evaluating potential employees. Any one who is interviewing potential employees must first attend an Interview Course. In an effort to assist potential employees, the HRO is developing a monthly “How to apply for a job” course that will also be offered on drill weekends for our traditional soldiers.

#### **5.1c(2) Recruit, hire, and retain employees**

Our military workforce is recruited and hired by our Recruiting and Retention Command through established guidelines. There are also programs (Victory Challenge, Warrior Challenge, Recruiting Ribbon) in place as incentives for current members to provide leads for potential recruits. We have three tenets of our Strength Maintenance Program which support our current goals. They are: 1) recruiting quality soldiers, 2) retaining MOS qualified soldiers, and 3) reducing first term soldier losses through attrition management.

The Merit Placement Plan (MPP) (DEMA Directive 25-6) establishes policies and procedures for recruiting, structuring and filling technician and AGR vacancies in the organization with qualified



applicants, and provides opportunity for employees of the organization to compete for advancement. The MPP is being updated to integrate changes in the hiring and retention processes.

Our full-time workforce primarily comes from our military workforce, which is representative of our communities and their labor force.

### **5.1c(3) Effective succession planning**

Potential senior officers are identified through the O5 and O6 selection boards and by personal observation of the current senior leadership. Those officers demonstrating the potential for assignment to positions of greater authority are usually identified early in their careers. These officers are provided the opportunity to command at the Battalion and Brigade levels. The selection process also places officers in a priority list for formal schools, such as attending the resident Command and General Staff College and the Army War College.

Potential senior Non-Commissioned Officers are identified through the E8 and E9 selection boards and by personal observation of the current senior leadership. Potential First Sergeants and Command Sergeants Major are identified through an additional selection board process of eligible E8s and E9s. Only those senior NCOs expressing a desire for the position are boarded.

Technicians are managed through the Merit Placement Plan and Individual Development Plans (Paragraph 5.2a(5)).

## **5.2 Employee Learning and Motivation**

### **5.2a Education, Training, and Development**

#### **5.2a(1) Achievement of action plans**

As mentioned earlier, the AZ ARNG has four employees groups. Our military personnel, both M-Day and AGRs, attend MOS training based on regulations and organizational requirements that support our Goal 1 and Objective 1 (Figure 2.2). This is accomplished using ATRRS (Army Training Requirements and Resource System), a system used to request and secure required training quotas and enroll the soldier. Our technician and AGR force attends job-related training courses primarily at the National Guard's Professional Education Center (PEC). Figure 7.4.5 indicates a significant increase in Full-time Training Funding in 2005, however, due to increased mobilizations, Figure 7.4.6 indicates a slight drop in Technician full-time training over the last 2 years. This training enables our employees to better use the systems that help us accomplish our goals – ATRRS, training, personnel, supply, etc. State employees attend courses conducted by the state staff and other agencies, to support their respective positions. The AZ ARNG conducts in-house training

via distance learning, vendors, or in-house trainers for our employees in training management, personnel actions, physical security, logistics, supervisor training, leadership training, Labor Relations, Mid-Career/Retirement Planning, EEO, ethics, preventing workplace violence, mediation, retention, APIC, and safety training. All of this training leads directly to obtaining our strategic goals, objectives and action plans.

We also encourage our employees to seek other training opportunities through the civilian education, and military and civilian correspondence courses.

The HRO Employee Development Specialist conducts an annual Needs Assessment, which is a forecast of organizational and individual training and development requirements. This serves as a basis for the state's annual Training Plan and future budget projections. The Needs Assessment measures the individual's actual performance against planned job performance standards. The situation will dictate whether or not necessary actions will include training. The assessment also analyzes performance against prescribed standards, which are: Organization Mission, Strategic Plan, Performance Goals, and Priorities.

#### **5.2a(2) Addressing key organizational needs**

Leadership, mentoring, and formal training/courses lay the foundation for technical skills. The new employee orientation for Technicians and AGRs, as well as NCOES and OCS for soldiers, integrate diversity, EEO/EO, safety, ethics, and management and leadership development into their training.

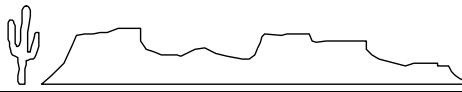
#### **5.2a(3) Employee input**

Employees are encouraged to seek training opportunities that will improve their skills and make them more confident, proficient, and productive. Employees, during the four-step performance review process, identify with their supervisor, the training that will benefit them and the organization. Employee feedback on training requirements also leads to designing and tailoring the training needs for our workforce. Many of these courses are conducted in house by local subject matter experts.

#### **5.2a(4) Delivering education and training**

We deliver education and training in a variety of methods and modes: distance learning (satellite, teleconference, video teleconference), web-based, CD-ROM, electronic bulletin boards, computer-based training, college courses, resident military schools, and locally developed courses facilitated by platform instructors.

We have also hosted numerous courses/seminars. These include: Strategic Planning



(Action Officer and Executive Level), Mid-Career/Retirement Planning, HAZMAT, and Financial Manager's Course, to name a few.

#### **5.2a(5) Reinforce use of knowledge and skills**

The Individual Development Plan (IDP) provides supervisors and employees with a plan for systematic development of Knowledge, Skills, and Abilities (KSAs) through self-development, formal, and informal training. The supervisor and employee are responsible for the preparation of the IDP. IDPs are used as a result of changes in mission, policies, programs, or procedures; to keep abreast of new technology; as a result of the assignment of new duties and responsibilities; to improve or maintain proficiency in the present job; in support of upward mobility programs which increase employee skills, qualifications and opportunity for advancement to higher-level positions; and in support of individuals who have been hired below the target grade and require knowledge, skills, and abilities to be promoted to the next higher grade.

#### **5.2a(6) Effectiveness of education and training**

Training evaluations are sent to each full-time employee who has completed training. The agency evaluates the responses to determine how well the training meets short and long-range program needs by occupations, organizations, or other appropriate groups. The form allows feedback from both the trainee and the supervisors.

#### **5.2b Motivation and career development**

The leadership of the AZ ARNG openly promotes both formal and informal recognition of the workforce. Informal recognition is primarily presented in the form of a personal "Thank You" (Figure 7.2.4) or by the presentation of a special coin (as witnessed by the many coins displayed in a soldier's work area) or both. Figure 5.1 below, contains a listing of these different forms of recognition. Figures 7.4.12 and 7.4.13 provide more detail on Military and Technician awards.

Promotions are an important part of employee motivation. The DCSPER has established a standardized system for promotion boards. Promotion board dates are published a year in advance. A standardized score sheet has been developed for each board. Board members take an oath to uphold the confidentiality of the board results until they are released. Our annual retention boards are comprised of board members from other states, thereby ensuring impartiality.

The AZ ARNG has a readily available source of trained applicants – our traditional force. With a base of over 4,300 trained individuals, holding the appropriate MOS for their military position, the full-

time supervisors have only to look to the soldiers already in the units to fill a position. These soldiers possess the necessary skills and they know and understand the cultural diversity of the communities where they will be assigned.

Career counseling is mandatory for all employees. Supervisors maintain a written record of the counseling. Career progression training plans have been created for each technician position in the state and are continually 'fine-tuned' to the specific needs of the employee and supervisor. This information is entered into a database for consolidation, to increase the amount of training dollars we will receive beginning in FY 05. An increase in training dollars will allow us to increase employee development and enhance career opportunities.

### **5.3 Employee Well-Being and Satisfaction**

#### **5.3a Work Environment**

##### **5.3a(1) Improving the workplace**

Every employee is involved in workplace health, safety and security. Their decisions and actions are guided by the leadership, the Safety Council, the Occupational Health Specialist and the Safety Office, who work as a team to provide daily oversight, training, guidance, and management in their respective programs (Figure 2.2).

The Occupational Health Specialist's (OHS) program oversight is crucial to employee well-being and satisfaction. The OHS provides education about job-related health hazards and has established active programs, including training, for ergonomics, hearing conservation, occupational vision, industrial hygiene, radiation protection, hazard communication, illness absence monitoring, respiratory protection, to name a few. The OHS reviews position descriptions, workplace environments, and job procedures to determine requirements for protective clothing and equipment. Annual workplace inspections are accomplished using the OSHA Workplace Inventory and the DoD Health Hazard Inventory Module.

This year over 200 full-time employees were trained in subjects including Back Safety, Fork Lift Safety, and OSHA for First Line Supervisors, etc. In addition, over 20 seatbelt inspection periods were conducted, resulting in offenders being counseled and trained in the proper wear of the seatbelt. In addition, our high enrollment in and completion of the required Defensive Driver's Course resulted in our winning the "**Best in Class**" for the small state category (Figure 7.4.8).

Traditional soldiers receive OSHA and safety training during NCOES and OCS courses (Pre-NCO, BNCOC, ANCOC, etc.).



Employee Group	Recognition Tools	Reinforces
Military Personnel Traditional/AGR	* Military Awards/Ribbons/Medals	* Performance/Service
	* Unit Achievement Awards	* Group Achievement
	* Coins (GO, CSM, BDE CDR, etc.)	* Individual Achievement
	* TAG Certificate of Achievement	* Performance
	* Governor's Recognition Award	* Performance/Service
	* Written Recognition	* Individual Performance/Service
	* Promotions	* Performance/Service
	* Officer/Warrant Officer/NCO Trophies	* Outstanding Achievement
	* Soldier/NCO/Officer of the Year	* Performance/Achievement
	* Victory Challenge	* Individual Achievement
	* Freedom Salute	* Individual Achievement for Mobilizations
Federal Technicians	* Written Recognition	* Customer Astonishment
	* Suggestion/Incentive Awards (\$\$)	* Performance/Innovation
	* Time-off Awards	* Performance
	* Tenure Awards	* Service
	* Governor's Recognition Award	* Performance/Service
	* Retention Bonus (GS-05/06)	* Performance/Retention
	* On-the Spot Cash Awards	* Customer Astonishment
State Personnel	* Written Recognition	* Customer Astonishment
	* Employee of the Quarter/Year	* Performance/Service
	* Tenure Awards	* Service
	* Team Awards	* Team Performance

Figure 5. 1 Employee Performance Recognition

Leaders at all levels of the organization conduct face-to-face counseling as outlined in our four-step performance review process. Senior leaders make frequent visits to the units in training and are approachable by our soldiers. All levels of command have "open door" policies. Soldiers also have the IG channels to express issues of concern.

Additionally, data from the HRO shows the success of our Equal Employment Opportunity Program by having only three informal and zero formal complaints for the past two years.

We also have an active Mediation program in place available to all employees for any issue that warrants resolution. Since the year 2000, 140 employees have been trained in mediation and several have assisted in 23 mediations.

### 5.3a(2) Workplace preparedness

The AZ ARNG is "Always Ready – Always There!" In October 2002, an Anti-Terrorism Force Protection plan was put in place for our three installations – Papago Park Military Reservation (PPMR), Camp Navajo, and Silverbell AHP. This plan addresses what safeguard measures would be put into place when faced with each Force Protection Condition, Alpha through Delta. Continuous risk and vulnerability assessments determine what measures need to be taken in the event of an emergency. The

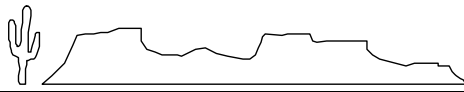
plan is assessed annually, or as required, to ensure our measures are current, flexible, and appropriate.

Validation of our ability to secure our installation and protect our employees was conducted through National Guard Bureau's Joint Staff Vulnerabilities Inspection.

A weekly information paper on the local threats and trends in Arizona, the nation, and globally is available to all employees through AKO. It also includes crime statistics around our facilities.

We have an annual requirement for all employees to complete Anti-Terrorism/Force Protection Level-One Awareness Training. This training is web-based and is verified by a completion certificate. Completion is tracked by each unit. All employees are encouraged to take on-line courses concerning Emergency Preparedness, etc. with FEMA (<http://training.fema.gov/EMIWeb/>). These courses enable employees to possibly receive military retirement points or college credits, as applicable.

In addition, all full-time employees were e-mailed an Individual Emergency Preparedness Plan to assist them in preparing their home and family in the event of an emergency. American Red Cross has partnered with the Department of Homeland Defense to provide a 90 minute "Together We Prepare Your Workplace" program to promote emergency preparedness for all employees.



### **5.3b Employee Support and Satisfaction**

#### **5.3b(1) Employee well-being**

The AZ ARNG determines its employees' well being, satisfaction and motivation through a variety of tools and measurements. Due to the mobilization of 68% of our force, one of the most recent and invaluable tools is the Post-Mobilization Survey conducted by our Recruiting and Retention Command. This survey has become our primary tool in assessing the satisfaction of our soldiers (Figures 7.2.2, 7.2.3 and 7.2.4).

Other measurements valuable in assessing employee satisfaction include the tracking of IG Complaints (Figure 7.6.3), Equal Opportunity (EO) and Equal Employment Opportunity (EEO) complaints (Figures 7.4.11 and 7.4.10).

Another key indicator of employee satisfaction is the measurement of enlisted losses (Figure 7.4.15) and NoVal Pay (Figure 7.2.12). These measurements will clearly reflect the employees' motivation and satisfaction. An unsatisfied employee will habitually be absent from work.

Yet, the greatest informal tool utilized by the AZ ARNG to determine employee satisfaction is the informal visits conducted by senior leaders, Chaplains, the HR/EO, the IG, and staff members. Communication between the junior employees and senior command level leaders is vital for a leader's determination of satisfaction.

#### **5.3b(2) Employee services and benefits**

Each of our employee groups is supported by their own support system. One key to AZ ARNG providing quality service to employees and their families is the Soldier Support Center (SSC). Customers include employees of the AZ ARNG and any current or retired uniformed service member and their eligible dependents.

The team of eight currently provides many services, including: civilian education counseling and testing for military members and their spouse; processing education benefits for military members; issuing ID cards and DEERS enrollment for all uniformed services members, retirees, and their dependents; making ID tags; providing retirement counseling; issuing/processing 20-year letters; processing RC-Survivor Benefit Plans; providing casualty/survivor assistance; processing Family Survivor Group Life Insurance requests; briefing the new TRICARE Reserve Select program and executing the required Service Agreement; and providing Family Readiness support through Youth Programs, Marriage Enrichment weekends, Family Readiness Group training, etc..

A partnership established in 2003 with the Department of Economic Security (DES) to have an

employment counselor available to any veteran and their family members to assist in job placement continues to grow. A more recent partnership with the Department of Veterans' Affairs and the Arizona Department of Veterans' Affairs supports a Veterans' Benefits Counselor three days a week in the Soldier Support Center. This counselor facilitates their enrollment into the VA medical system for care, assists any veteran in filing a disability claim, and informs a veteran of their veterans' benefits.

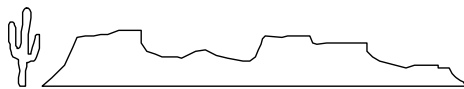
The Education Services Office is a part of the Soldier Support Center. These employees provide education counseling to our soldiers to ensure they maximize their benefits and incentives available to them. Approximately 750 AZ ARNG soldiers are using at least one of the available tuition assistance programs. Figure 7.4.2 shows a significant increase of \$800,000 in this year's (2006) State Education Reimbursement program. This budget increase will also increase the amount of tuition reimbursed, as well as pay for books and fees. In addition, the Federal Tuition Reimbursement program funding was also increased, improving the number of soldiers reimbursed (Figure 7.4.4).

The center serves an average of 855 walk-ins each month. The majority of the walk-ins are for ID cards and DEERS enrollments, with over 500 of each issued/processed monthly. In addition to the walk-ins, the Soldier Support Center (less Family Readiness) handles an average of over 167 phone calls and over 189 e-mails each day.

The Soldier Support Center is the beginning of a "one-stop-shop" concept to be maintained by the AZ ARNG military personnel community and the Human Resources Office. The new building, slated for completion in October 2005 will also be home to the MWR office and an official photo lab.

Our State personnel office provides numerous services and benefits for all full-time employees. These include an on-site weight-watchers program, on-site massages, and car pooling, to name a few. There is also a cafeteria on-site available to all employees and visitors, with the ability to support small meetings, training sessions, and conferences.

Three recent additions to our staff are a Morale Welfare and Recreation (MWR) Office, a Military Honors Coordinator, and an Employer Support for Guard and Reserve (ESGR) Manager. The MWR Office has added a great value (Figure 7.4.14) by providing discount tickets (movie and theatre), discounted cruises, RV storage, a pheasant hunt, sponsored softball tournaments, and numerous other events. The Military Honors Coordinator provides a great service to our veterans in support of their military funeral, as well as providing a color



guard detail for events.

Each of these benefits and services impacts the employee's well-being and morale (Figure 5.2,

below). Positive impacts for our employees benefit the entire organization, leading to greater success throughout the AZ ARNG.

Benefit/Services	Traditional	AGR	Technicians	State
TRICARE Medical	x deployed	x	x as Traditional depl	x as Traditional depl
TRICARE Dental	x	x	as Traditional	as Traditional
TRICARE Reserve Select	x depl Title 10		x as Trad depl T10	x as Trad deployed T10
HMO Medical/Dental			x	x
SGL/FSGL Insurance	x	x	as Traditional	as Traditional
Retirement/Counseling	x	x	x	x
Thrift Savings Plan	x	x	x	as Traditional
State Education Reimbursement	x	x	as Traditional	as Traditional
Federal Tuition Assistance	x	x	as Traditional	as Traditional
Bonuses	x	x depl	x deployed	as Traditional
Montgomery GI Bill/Kicker	x	x		as Traditional
Student Loan Repayment Program	x			as Traditional
CLEP Tests/LSATS/GRE	x	x	as Traditional	as Traditional
Space Available Travel	x	x	as Traditional	as Traditional
Exchange/Commissary Privileges	x	x	as Traditional	as Traditional
MWR (on-site)	x	x	x	x
Job Employment Services	x	x	as a Veteran	as a Veteran
VA Benefits	x	x	as a Veteran	as a Veteran
ID Card/DEERS	x	x	x	x as Traditional/proj
AZ RC Family Assistance Fund	x if deployed	x	x if deployed	x if deployed
AZ ARNG Emergency Relief Fund	x	x	x as Traditional	x as Traditional

Figure 5.2 Benefits and Services

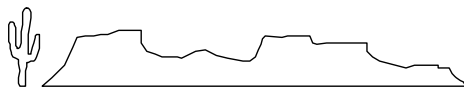
### 5.3b(3) Assessing employee well-being

As stated earlier, with the mobilizations impacting almost 70% of our part-time employees, the Post-Mobilization Survey has become an invaluable assessment tool. The results are tabulated for each MACOM, Battalion and unit. A trend analysis is conducted and the results are briefed at the Senior Commanders Conference. Each MACOM is provided a summary of how each unit's soldiers responded to each question compared to the state and the nation's totals. This survey has become one of our main measurements to in obtaining our strategic goals.

Other tools used to assess employee satisfaction include the tracking of the number of complaints to the IG, EEO and HR/EO offices, and measurements of employee attendance. Also important are leader visits with employees in their units and work place.

In June 2005, the ATAG brought together several NCOs and officers (full-time and part-time) to become a part of the AZNG Strategic Planning Focus Group. This forum is for the senior leadership to hear what our junior leaders want this organization to be five to ten years from now when they are the senior leaders. The program's intent

and processes are guided by an excerpt from the book, *Winning*, by Jack Welch. The excerpt, titled Voice and Dignity: Every Brain in the Game, teaches us about the Work-Out process. The premise is that everyone should be heard and respected. The forum discusses better ways to do things and how to eliminate some of the bureaucracy and roadblocks that are hindering them. The bosses commit to two things: to give an on-the-spot "yes" or "no" to 75 percent of the recommendations that come out of the session, and to resolve the remaining 25 percent within thirty days. The boss then disappears until the end of the session, so as not to stifle open discussion, returning only at the end to make good on his or her promise.



## 6.0 Process Management

### 6.1 Value Creation Processes

#### 6.1a(1) Determining key value creation processes

As a corporate body, the Adjutant General, Army Executive Council (AEC), Quality Management Committee (QMC), and the JFHQ Staff Directorates determine which key value creation processes are essential to achieving the strategic goals and objectives of the AZ ARNG as identified in Category 2 (Figure 2.2). The primary focus is to ensure that we are able to provide our Federal, State and Community customers and stakeholders with a superior core product - a ready, responsive and relevant Full Spectrum Force.

Due to the personnel impacts of the transition of the U.S. Army to a Modular Force and the Global War on Terrorism, the senior leadership of the AZ ARNG has identified Manning as our principal key business process, with other secondary key business processes contributing to the overall production of our core product. The four AZ ARNG's Key Value Creation Processes are listed in Figure 6.1.1.

Our key processes are revalidated semi-annually by the corporate body to ensure the success and growth of the organization. Value creation and related business processes are monitored weekly at our organizational staff meeting, and monthly through the publishing and broadcasting of our Key Organizational Performance Measures (KOPM) to our stakeholders and all members of the AZ ARNG.

#### 6.1a(2) Determining key value creation process requirements

For each of our key value creation processes, the AZ ARNG has determined process requirements utilizing input and continuous feedback from our internal and external customers, suppliers and partners. The Army Executive Council (AEC) meets quarterly to review our organizational metrics and address changes in the environment, technology, and the needs of our customers.

As discussed in Category 2.1a(1), an organizational SWOT analysis is accomplished annually by the AEC to identify areas for improvement in system design and changing needs. Process requirements are considered for redesign when they no longer meet our customer's needs, are no longer competitive, have become irrelevant, or demonstrate the need for rework.

The QMC is chartered with assisting the senior leadership in the evaluation of key process requirements. They are responsible for bringing in subject matter experts to recommend changes and the realignment of resources.

Weekly bottoms-up evaluations of key organizational performance measures have allowed the organization to be more flexible and responsive to rapid changes in customer requirements.

Since fiscal year (FY) 2002, the AZ ARNG has mobilized 2958 soldiers in support of Operations Enduring and Iraqi Freedom (Figures 7.1.1 & 7.2.11). We have accomplished this while gaining force structure and undergoing two National Guard Bureau (NGB) Target Strength increases (Figure 7.5.9). Over the past year, it has become clearly apparent that the key process requirements supporting the Manning of the organization are the recruiting to, and maintaining of, our End Strength numbers. We have shifted our key process focus in tandem with this new principal strategic challenge.

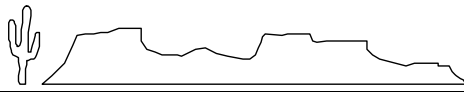
Key Value Creation Process	Process Requirements	Key Organizational Performance Measures	Business Results	Measures Reviewed	Process Control	Link to Strategic Objectives
		principal key business process				
Manning	Achieve End Strength	NGB Target Strength	7.5.8	Weekly	SIDPERS / ASORTS / USR	1.7
		Assigned Strength	7.2.13, 7.5.8, 7.5.9	Weekly		1.6
		Authorized Strength	7.3.8	Weekly		4.1
		Managed Level of Resource (MLR) for Personnel	7.5.2	Weekly	1.5	
		Retention Rate	7.2.1, 7.4.15	Weekly	DRSO	2.5
		Non-Validation (NOVAL) Pay	7.2.12	Monthly	SIDPERS	4.3
		secondary key business processes				
Equipping	Obtain & Maintain Equipment	MLR for Equipment On-Hand	7.5.3	Monthly	USR / ASORTS / PBUSE	1.5
		MLR for Equipment Readiness	7.5.4			
Training	Achieve MOS Qualified (MOS-Q) Goals	Duty MOS-Q	7.5.7	Monthly	NGB Report	1.4
		MLR for Training	7.5.5	Monthly	USR / ASORTS	1.6
Readiness	Meet Readiness & Mobilization Standards	Overall ORL	7.2.10	Quarterly	NGB Report	4.2
		C3 or Higher on USR	7.5.1	Monthly	USR / ASORTS	1.6
		Overall MLR Goals	7.5.6	Monthly		1.5
		Trained & Ready Units for Mobilization	7.1.1, 7.1.2, 7.1.3,7.1.4, 7.2.11	Weekly	Mobilization Checklists	1.1, 1.2, 1.3

Figure 6.1.1 Value Creation Processes

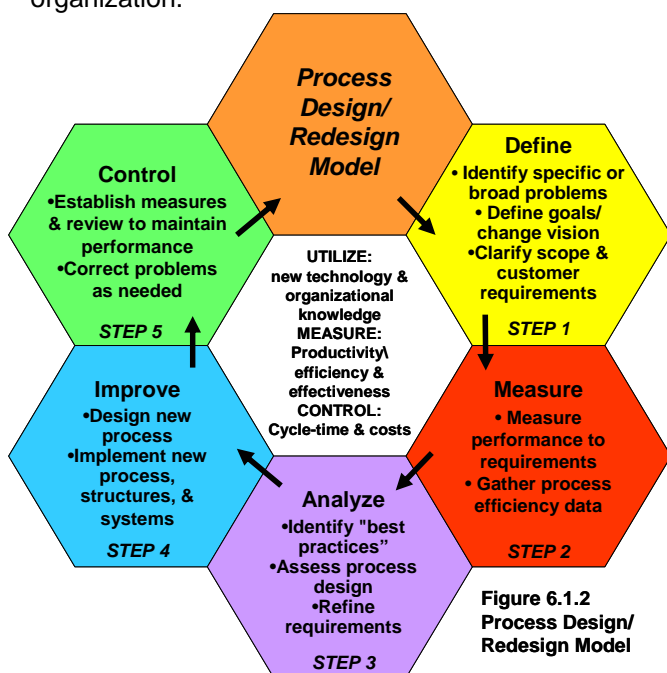
#### 6.1a(3) Designing processes to meet all key requirements

The AZ ARNG uses the process design model identified at Figure 6.1.2 to ensure that all products and services, as well as related production and delivery processes are aligned with the needs of the markets that we serve.

In launching the design or redesign of a process (STEP 1), our AEC, QMC, subject matter experts, and stakeholders identify specific or broad problems with the processes that support our core product. Suppliers and customers are an integral part of the quality design process as they provide support to, and feedback about our services and products.



Customer-driven product development programs are based on a customer's particular needs. Consequently, it is essential that we have a clear understanding regarding our customer's expectations. Customers are typically encouraged to participate as active design team members. The AZ ARNG employs a variety of other methods to solicit internal and external customer input such as surveys, After Action Reviews (AARs), and complaints to identify opportunities for improvement. Current and projected consumer requirements are evaluated and communicated to the AEC and QMC on a regular basis. In some instances, this may cause the senior leadership of the organization to redefine the goals or change the vision of the organization.



During **STEP 2** of the process design, performance, cycle-time, and cost control factors are measured and appraised against established requirements to determine process efficiency and effectiveness. Achieving and maintaining a lean cycle time, with little or no rework, is essential in those processes involving the supply and support of our core product.

The team considers any factors that may impact the process and encourages innovative brainstorming as they refine the process requirements and develop alternative courses of action in **STEP 3**. New technology is continually integrated into the generation and support of our core product, key value creation processes, and principal services. We utilize benchmarking and competitive product analysis to aid us in determining

which best practices may be adopted to enhance our quality improvement initiatives.

Training and resources are made available to ensure the successful deployment of new processes, structures and systems (**STEP 4**). Process changes are usually deployed on a small scale for an initial test period to determine their effectiveness. Controls are established (**STEP 5**) and data is compared against baseline performances. If the process results do not meet expectations, the team loops through the analysis and improvement steps again until process requirements and results are in control.

#### **6.1a(4) Key performance measures used to control/improve the value creation processes**

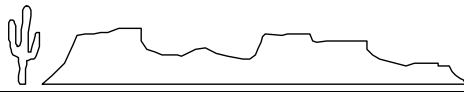
Figure 6.1.1 identifies the principal and secondary key performance measures that the AZ ARNG utilizes for the control and improvement of our value creations processes. KOPM are embedded in the action plans (Figure 2.2) associated with the strategic objectives of the organization.

Principal and secondary key business process measures are reviewed by executive and managerial level leaders during weekly staff meetings, monthly and quarterly readiness reviews, plus bi-annually at the Senior Commanders Conference. Process results are also reviewed on a regular basis with customers, partners, and stakeholders to determine how well we are performing and to take corrective action or shift resources in order to produce more desirable results. We encourage near-real-time feedback from our customers, thereby enabling our process controllers and employees to make small adjustments and minimize rework, delays and unnecessary costs.

#### **6.1a(5) Minimizing overall costs**

The AZ ARNG does not rely on excessive inspection and testing to determine if our key value creation process requirements are likely to be met. It is the belief of our senior leadership that inspections are only beneficial when the outcome is not known. Instead, we have stressed the design of controls which will let the process controller know how well the process is performing during each of its critical steps. By utilizing tools and techniques such as error-proofing, the objective of the AZ ARNG is to develop processes that prevent problems from happening in the first place. The best that we can hope to accomplish with testing or inspections is to uncover and correct problems before the production of our core product or service is disrupted.

Because inspections and audits are time and resource intensive, they are only scheduled and



accomplished as required by regulation. Under JFHQ-AZ Regulation 1-201, the AZ ARNG has established a state consolidated Organizational Inspection Program (OIP). This regulation requires that all inspections be coordinated through the J3/DCSOPS and reflected on the command training calendar, which serves to reduce redundancy and minimize the impact on available training time. Regulatory internal self assessments, such as CSDP and COMET inspections are included in the OIP. The Inspector General (IG) serves as the AZ ARNG proponent for broad inspection policy and provides continuous assessments of the managerial, operational and administrative effectiveness of the command as it pertains to mission performance and capabilities.

We prevent defects and rework through an effective Army Management Control program that is lead by the Chief of Staff (CoS) and managed at the directorate level. Empowered operational level leaders are utilized to identify lessons learned and implement cost-saving opportunities identified through external Command Logistics Review Team (CLRT) visits, IG Inspections, DoD Explosive Safety Board inspections, and AAA audits, as well as internal AARs, In-progress Reviews (IPRs) and gap analyses.

#### **6.1a(6) Improving our value creation processes to achieve better performance**

The AZ ARNG systematically reviews key organizational business performance measurements to improve our productivity, increase quality, and reduce cycle time and waste. We benchmark with our competitors through key process metric comparisons with other Guard, Active, and Reserve components using various reports and electronic databases. Best practices are also sought from civilian agencies that use similar business processes or generate a like core product.

Part of the process improvement cycle is evaluating the effectiveness of our business process implementation. We receive this information through various means, including customer feedback and satisfaction surveys.

We share our effective practices with all employees, commands, Directorates, and other organizational support units on a monthly basis through various communication means. Additionally, successes are shared at the national level though NGB reports and executive level committees such as the Chief of Staff Advisory Council (COSAC), Military Personnel Advisory Council (MPAC), and Executive Advisory Group for Logistics Excellence (EAGLE), to name a few.

## **6.2 Support Processes**

### **6.2a. Support Processes**

#### **6.2a(1) & (2) Determining key support processes and key support process requirements**

The corporate body of the AZ ARNG (AEC, QMC, Staff Directorates, key value process holders and subject matter experts) analyzes, determines and/or reaffirms key support processes and requirements much the same way as identified in paragraphs 6.1a (1) & (2). The main difference is that we selectively allot more weight to our internal customer's expectations and feedback to determine which processes and requirements are essential.

The AZ ARNG's key support processes, which sustain the key requirements and link to the key value creation processes, are displayed in Figure 6.2.1.

Key Value Creation Link	Key Support Process	Key Requirements	Performance Measures	Results
Manning	Recruiting & Retention	Production	Recruiting Goals	7.5.12
		Production	Retention Rate	7.2.1
Equipping	Supply Management	Cycle time	Velocity Management	7.5.14
Training	School Management	Availability	Schools Quota	7.5.13
Readiness	Mobilization Process	Availability	Mobilized Units/Individuals	7.1.1
All Key Values	Financial	Availability	Federal Funding Levels	7.3.2
		Availability	State Funding Levels	7.3.4
		Availability	Execution Rate for 2060 Funds	7.3.3
		Availability	Execution Rate for 2065 Funds	7.3.3
		Availability	Military Construction Funds	7.3.5
All Key Values	Efficiency/ Effectiveness	Best in class	Like-Unit USR Comparisons	7.5.2
		Cost Savings	Energy Conservation	7.5.15
		Best in class	Energy Awards	7.5.16
All Key Values	Technology	Availability	NGB Communication Checks	7.5.17
		Cycle time	Computer Life Cycle	7.5.18

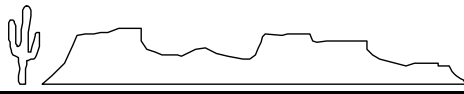
**Figure 6.2.1 Key Support Processes**

#### **6.2a(3) Designing support processes to meet all key requirements**

The AZ ARNG key support processes have been designed to meet all of the requirements identified as essential to drive the production of our core product and to sustain the principal daily operations of the organization. To ensure that all key support requirements are met, we employ the same Process Design/Redesign Model as was used for designing the value creation processes (Figure 6.1.2).

As previously mentioned, the AZ ARNG relies heavily on our customers, subject matter experts with organizational knowledge, and process owners to assist us in the design and refinement of the support processes.

New technology is fully integrated into the design/redesign of all support processes, especially those dealing with software and information technology services, finance and accounting, public relations, facilities management, and logistics, human resources and administrative services.

**6.2a(4) Use of key performance measures**

Since the organization must ensure that the day-to-day operation of its key support processes consistently meets key performance requirements, in-process measures are designed to permit rapid identification and correction of potential problems. Just as with other work processes, our key support processes incorporate mechanisms to obtain and use customer, supplier, and partner feedback to help us identify problems and take prompt, corrective action.

Support processes are briefed to, and evaluated by the senior leadership during weekly staff meetings. Some of the processes that support the Manning of the organization are analyzed on a more frequent basis. Metric results are compared to established organizational goals and drive the improvement of our key support processes, which leads to improved performance. It is during our weekly review sessions when unit level employees are made aware of emerging changes to business needs and directions.

**6.2a(5) Minimizing overall costs**

The aim of the AZ ARNG is to minimize costs associated with inspection, tests, and audits through the use of prevention processes as explained in paragraph 6.1a(5). Internal self evaluations are consolidated and coordinated through the state OIP, utilizing standardized checklists and multiple levels of review. The results of all external and internal audits, tests, AARs, IPRs, surveys and other forms of feedback are analyzed and processes adjusted to optimize results and reduce waste.

Incorporated into our Process Design/Redesign Model (Figure 6.1.2) is a checks and balance system to ensure that process designs eliminate rework. New and redesigned processes are typically implemented incrementally. Those that are changed radically through innovation are carefully monitored to ensure that the desired results are being achieved. By proceeding in a manner whereby changes to our support processes make them more efficient and effective, the AZ ARNG expects to require fewer resources to meet our customer's expectations.

**6.2a(6) Improving our support processes to achieve better performance**

The AZ ARNG uses a fact-based approach to improving our support processes. As most of our support processes are reviewed on a daily or weekly basis, their measures are subject to intense scrutiny and comparison with best in class results. Feedback on lagging performance from both customers and process owners is swift. In response to negative trends, processes are evaluated and adjusted in an

attempt to increase productivity, reduce cycle time and waste, and improve quality.

Members of the AZ ARNG attend workshops and conferences designed to share and improve business practices. This professional network provides a successful conduit for sharing similar problems and solutions throughout all levels of the organization.

**6.2b. Operational Planning****6.2b(1) Ensuring adequate financial resources**

Financial resources that are leveraged by the AZ ARNG to conduct current operations and respond to new business opportunities, consists of both federal and state funds. We employ a bi-level Program Budget Advisory Committee (PBAC) to manage our financial resources. At the operating level, funding resource requirements and recommendations for reallocation are accomplished by the Level II PBAC members made up of Program Managers (PMs), process directors and internal customers. Unfunded Requirements (UFRs) and emergency reallocations are passed on for decision and action by the Level I PBAC, chaired by the CoS and controlled by the Major Activity Directors (MADs).

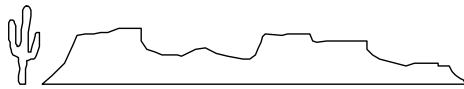
When fiscal year (FY) Program Budget Guidance (PBG) is received from NGB, and during Level I PBAC meetings, the Comptroller/J8 assists the organization in the use of many different types of analysis to ensure that adequate financial resources are available to support current operations, proposed new investments, and to assess financial risks. For current operations these analysis include cash flow, account statements, and liabilities versus current assets. Analyses associated with new business ventures examine discounted cash flows and positive return on investments (ROI).

The principal Army (federal) appropriations that our organization receives are allocated in support of military personnel pay and allowances (P&A 2060 funds), operation and maintenance (O&M 2065 funds), and military construction (MILCON) – Figures 7.3.2 & 7.3.5.

**6.2b(2) Ensuring continuity of operations**

Financial reviews are accomplished at least once a quarter, providing the organization with a regular opportunity to redirect fiscal resources to meet changing requirements.

We reconsider our priority requirements and seek to obtain more resources when sufficient assets are not available to ensure the continuity of all of our operations. In cases of dire emergency, we are able to action the rapid reallocation of internal resources due to our timely assessments, flexible decision making process, workplace preparedness, and experienced organizational structure.



## 7.0 Business Results

### 7.1 Product and Service Outcome Results

#### 7.1a Products and services results

The AZ ARNG links our performance measures contained in Category 7 to our Strategic Goals, Objectives and Action Plans contained in our Strategic Plan (Figure 2.2). The linkage is located at the bottom right corner of the performance measurement.

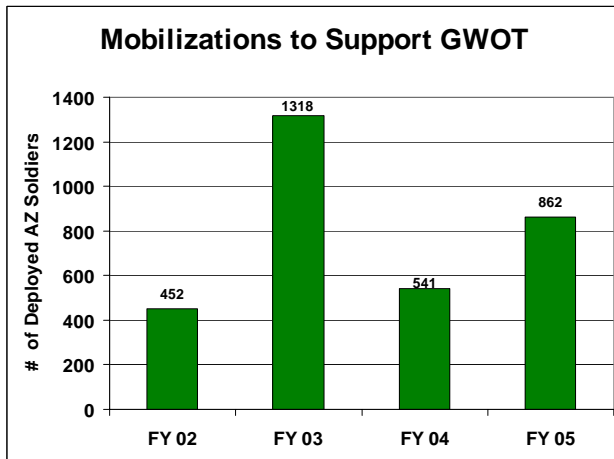


Figure 7.1.1 Federal Mobilizations Linkage 1.1

Figure 7.1.1 reflects that 68% of the total AZ ARNG force has mobilized since 9/11. An effective SRP process that screens soldiers before they arrive at the mob station resulted in only 1.1% of our soldiers being rejected for mobilization.

Best In Class - National Ranking with Like Type Units		
Unit	1st Qtr 05	2nd Qtr 05
385th Attack Regiment	1	1
356th Signal Company	1	1
158th Finance Battalion	1	1
2222nd Transportation Co.	1	1
1/180th Field Artery	1	1
258th RAOC	1	1
Company G, 285th Atk BN	1	2
363rd EOD	2	2
158th Supply & Services BN	4	2
91st Civil Support Team	3	2

Figure 7.1.2 Like Type *Best in Class* Linkage 1.1

NGB provides the quarterly Like Type Unit report that ranks each unit within the National Guard compared to units with the same SRC. This report

allows a comparison with our National Guard competitors from the other 53 States and Territories.

Figure 7.1.2 shows that the AZ ARNG has six units that are ranked #1 or Best in the Nation compared to all other units with their same SRC for the 2<sup>nd</sup> Qtr 05.

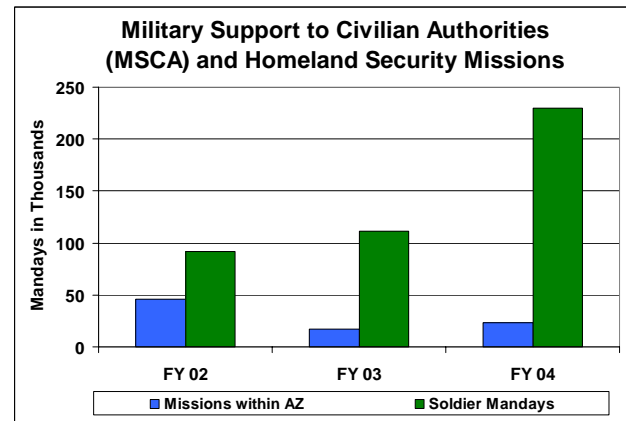


Figure 7.1.3 Mobilizations within AZ Linkage 1.2

In addition to mobilizing 68% of our force to support federal mobilizations, we provided 433,000 soldier work days in support of MSCA and Homeland Security Missions for our State and Community customers within the State of Arizona as illustrated in Figure 7.1.3.

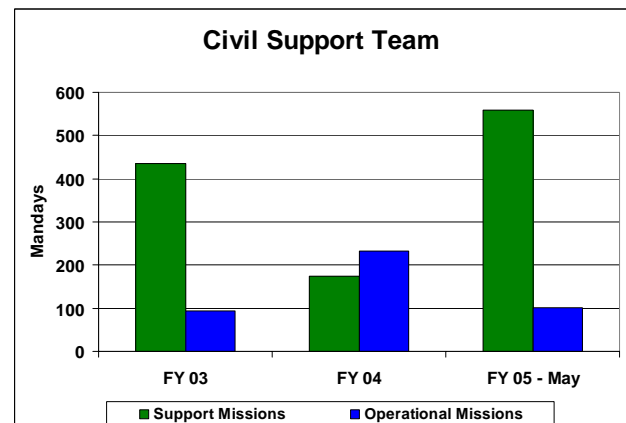
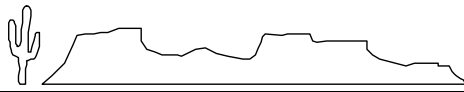
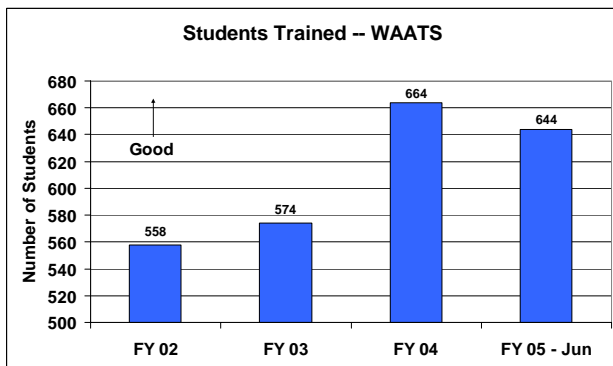


Figure 7.1.4 Civil Support Team Linkage 1.3

The Civil Support Team was designed to augment local and regional terrorism response capabilities in known or suspected events involving Weapons of Mass Destruction. WMD events are incidents involving the hostile use of chemicals (such as nerve or blister agent), biological agents (for example, anthrax), or radiological weapons. The team can be in route within three hours of notification to support civil authorities in the event or suspicion of a WMD attack. Figure 7.1.4 depicts the time that the AZ ARNG 91<sup>st</sup> CST has spent in providing training to

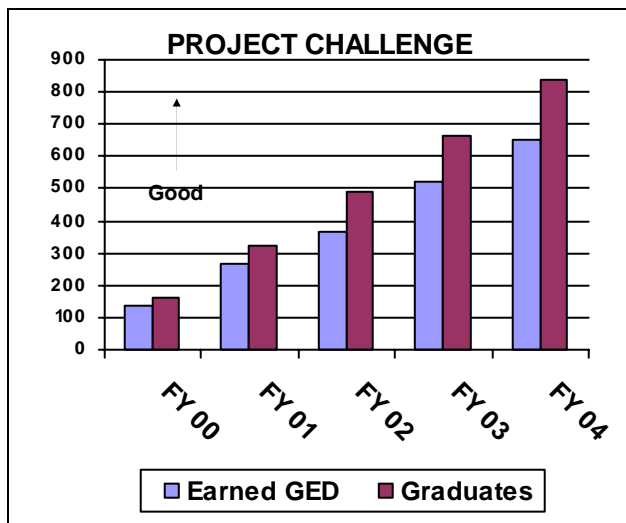


local communities and participating in local and regional exercises in preparation for a WMD event.



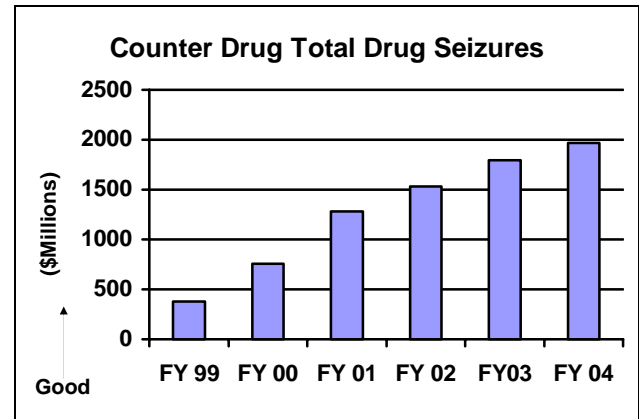
**Figure 7.1.5 Students Trained**

The Western Army Aviation Training Site provides a school house for training Active, Reserve and National Guard aviation personnel. As illustrated in **Figure 7.1.5**, the WAATS has continued to expand their market share of aviation students, which also reflects in their increase in budget Figure 7.3.6.



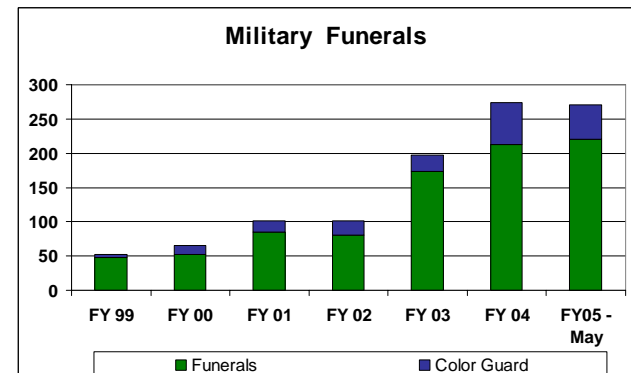
**Figure 7.1.6 Project Challenge** Linkage 5.2

Project Challenge offers at-risk high school drop outs with a chance to turn their lives around and obtain their General Equivalence Diploma (GED). The program adds value to the state by turning at risk young people into productive citizens of the community. **Figure 7.1.6** reflects that since 2000, over 800 at risk students have graduated with 675 obtaining their GED.



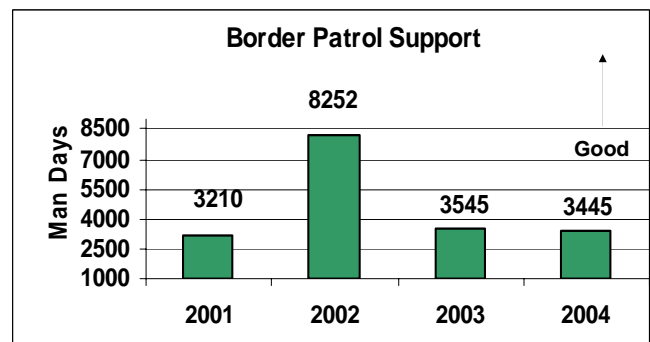
**Figure 7.1.7 Counter Drug Seizures** Linkage 5.4

The AZ ARNG Counter Drug Program has added value to the State by assisting in removing over 2 billion dollars in drugs off Arizona's streets as illustrated in **Figure 7.1.7**.



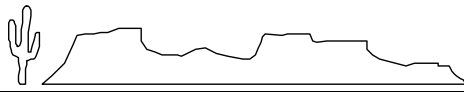
**Figure 7.1.8 Military Funeral Honors** Linkage 5.6

The AZ ARNG adds value to the State by providing Military Funeral Honors support to veterans of all services within Arizona. Our involvement in this support has increased dramatically as reflected in **Figures 7.1.8** and 7.3.11.

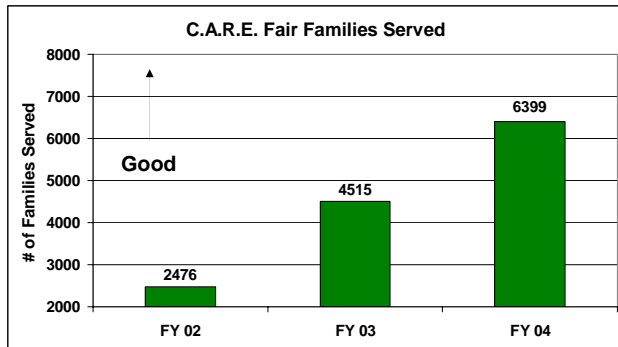


**Figure 7.1.9 Border Patrol Support** Linkage 1.2

In FY 2001, the AZ ARNG was awarded an Engineer Innovative Readiness Training (EIRT)



program. The EIRT provides an excellent training opportunity for Engineer units to come to AZ and work on construction projects in support of the U.S. Border Patrol along the southwestern border between the U.S. and Mexico. The EIRT annual budget for this program in 2004 was over a million dollars. **Figure 7.1.9** shows the number of work days in support of the Border Patrol. Several Engineer Units had to cancel their rotations in 2003 and 2004 because of the pending mobilizations.

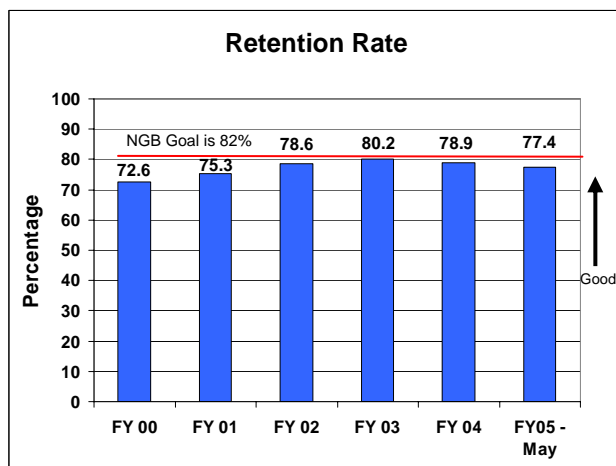


**Figure 7.1.10 C.A.R.E Fair Service** Linkage 5.5

Since 2002, the AZ ARNG has supported the City of Tucson with the Medical Innovative Readiness Training (MIRT) program as shown in **Figure 7.1.10**. Forty-one soldier medics supported the "C.A.R.E. FAIR 2004" in Tucson. The Guard members worked along side civilian health care workers to provide assistance to families within the community. Children were found with Down's syndrome, heart valve defects, and other serious problems that the families were unaware of the symptoms.

## 7.2 Customer-Focused Results

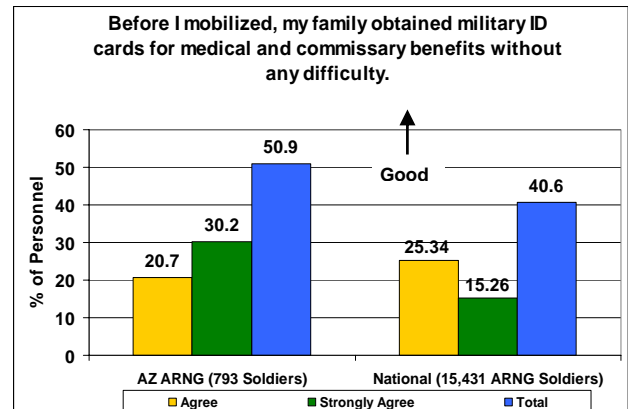
### 7.2a (1) Customer satisfaction indicators



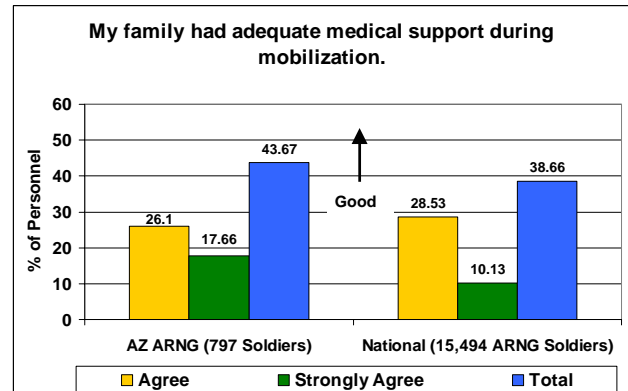
**Figure 7.2.1 Retention Rate**

Linkage 2.5

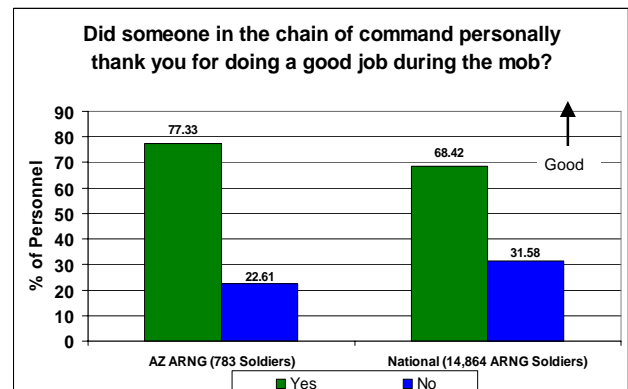
Manning the force remains our biggest strategic challenge. As depicted in **Figure 7.2.1**, the AZ ARNG retention rate has remained strong despite the large number of mobilizations (Fig 7.1.1).



**Figure 7.2.2 Taking care of families** Linkage 1.1

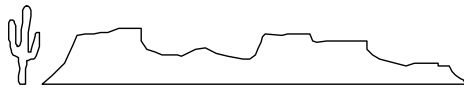


**Figure 7.2.3 Taking care of family medical needs**



**Figure 7.2.4 Soldier Recognition** Linkage 1.1

Post Mobilization Survey **Figures 7.2.2, 7.2.3 and 7.2.4** reflect our soldier's satisfaction with the way their families were supported and how they were recognized during and upon returning from mobilization. The NGB Post Mobilization Survey was administered to 800 AZ ARNG Soldiers and 15,494 ARNG soldiers from across the nation after



they returned from their deployment

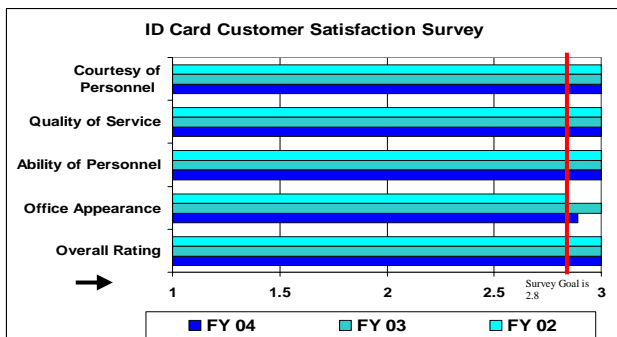


Figure 7.2.5 ID Card Customer Satisfaction Survey

Obtaining military benefits for family members and soldiers starts with acquiring a Military Identification Card. Our soldiers reflect satisfaction with this service in **Figures 7.2.2 and 7.2.5**.

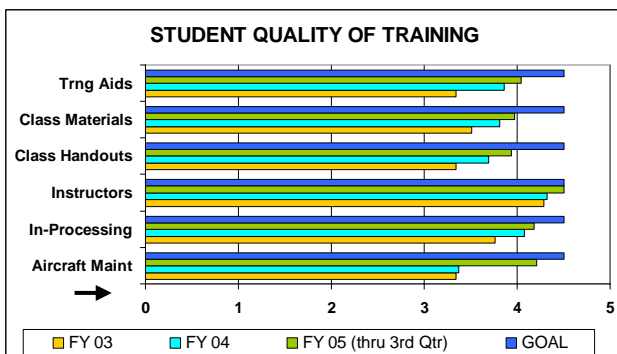


Figure 7.2.6 WAATS Student Satisfaction Survey

**Figure 7.2.6** depicts a three year positive trend in customer satisfaction with training aids, materials, handouts, instructors, in-processing and aircraft maintenance at the WAATS facility.

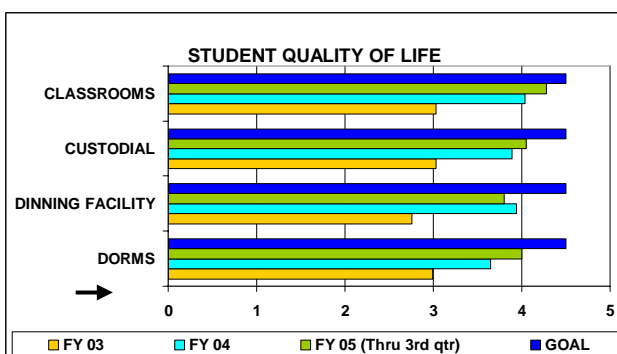


Figure 7.2.7 WAATS Student Satisfaction Survey 2

**Figure 7.2.7** demonstrates a three year positive trend in customer satisfaction with the dormitories, dining facility, custodial staff, and classroom at the WAATS.

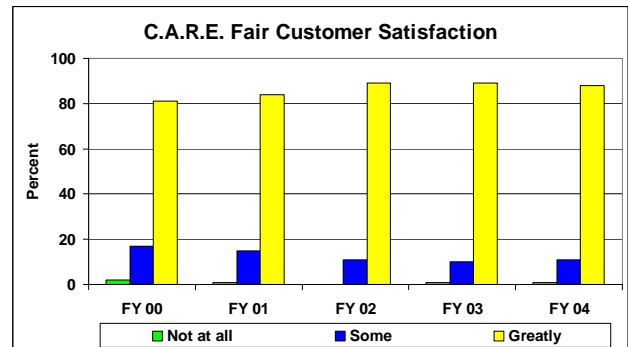


Figure 7.2.8 C.A.R.E. Fair Customer Satisfaction

For the past five years, the AZ ARNG has supported the City of Tucson each year with the Medical Innovative Readiness Training (MIRT) program. **Figure 7.2.8** provides customer satisfaction feedback from one of our external community customers on the level of service provided by the MIRT.

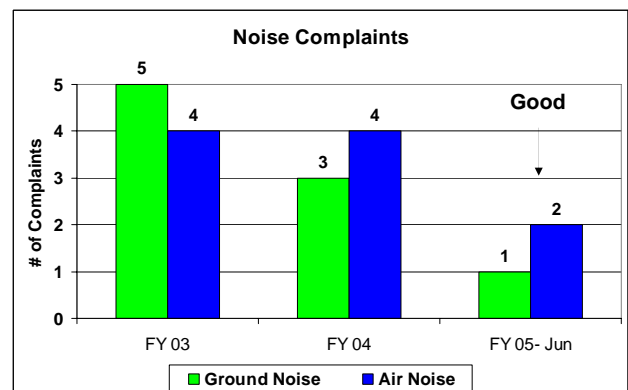


Figure 7.2.9 Noise Complaints

**Figure 7.2.9** shows the small number of noise complaints received from the public.

## 7.2a(2) Customer Perceived value, loyalty, and retention

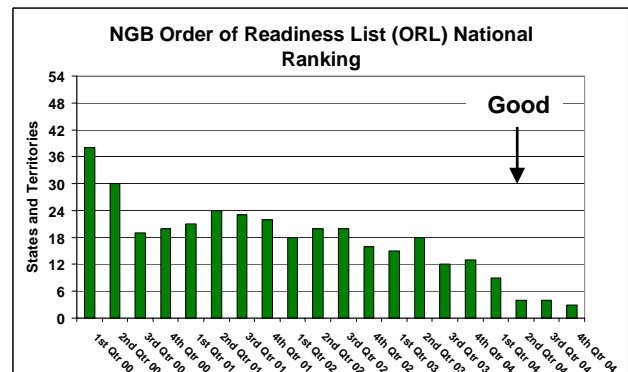
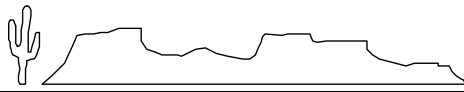


Figure 7.2.10 ORL *Best in Class—Small States*

Linkage 4.2

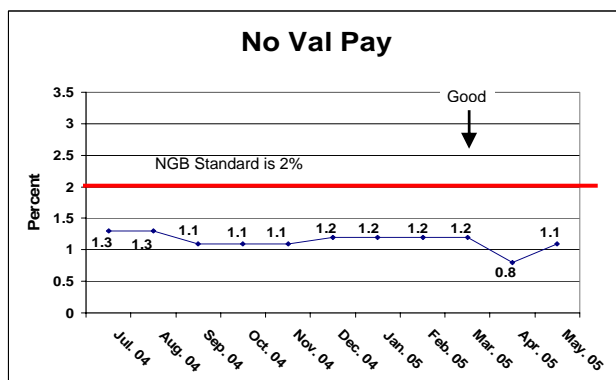


NGB uses the ORL to help determine which states can support additional force structure. **Figure 7.2.10** portrays the strong national ORL ranking that the AZ ARNG has sustained over the past three quarters and has resulted in our recent gain of 677 additional force structure positions. As a reliable and successful producer of ready soldiers, the AZ ARNG has been rewarded by NGB with the provision of additional force structure as shown in **Figure 7.3.8**.

Deployments	# OF PERSONNEL
OPERATION RESTORE CONFIDENCE	208
OPERATION ENDURING FREEDOM	127
OPERATION NOBLE EAGLE	754
OPERATION IRAQI FREEDOM I	727
OPERATION IRAQI FREEDOM II	400
OPERATION IRAQI FREEDOM III	550
OPERATION IRAQI FREEDOM IV	192
<b>TOTAL</b>	<b>2958</b>

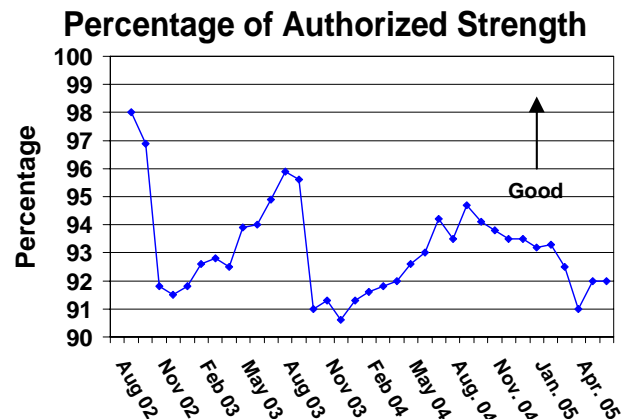
**Figure 7.2.11 Deployments** Linkage 1.1

DoD perceives the AZ ARNG has been successful in providing trained and ready units. This is reflected in the mobilization and deployment of 68% of our assigned strength as demonstrated in **Figure 7.2.11**. The AZ ARNG has only received a 1.1% rejection rate at the mobilization station since the onset of deployments.



**Figure 7.2.12 NoVal Pay** Linkage 4.3

NoVAL pay is the percentage of soldiers who have not been paid for military service performed within the last 90 days. Our soldiers demonstrate their loyalty to the organization by attending scheduled drills as illustrated in **Figure 7.2.12**.

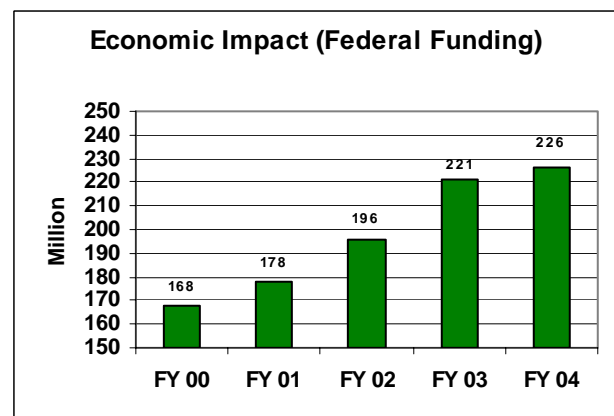


**Figure 7.2.13 Assigned Strength** Linkage 1.7

The AZ ARNG has gained 677 authorized force structure positions since 2000. The drop in percentage of authorized strength shown in **Figure 7.2.13** directly correlates to the addition of force structure positions. We added 251 positions in Oct 02, 226 positions in Oct 03 and 63 positions in Mar 05. Our percentage of strength has continued to increase after each addition in force structure.

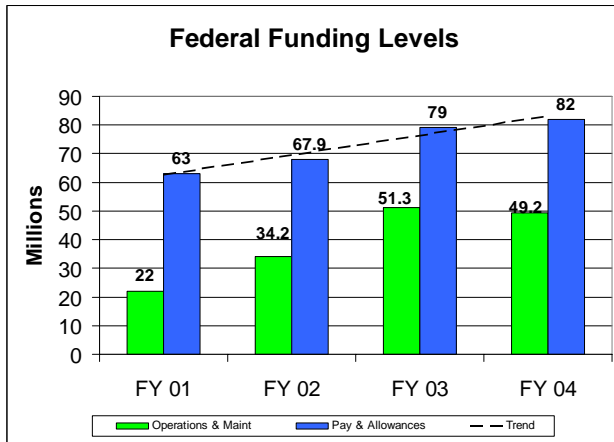
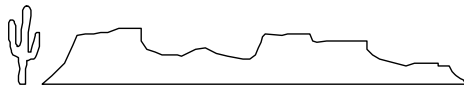
### 7.3 Financial and Market Results

#### 7.3a(1) Financial performance



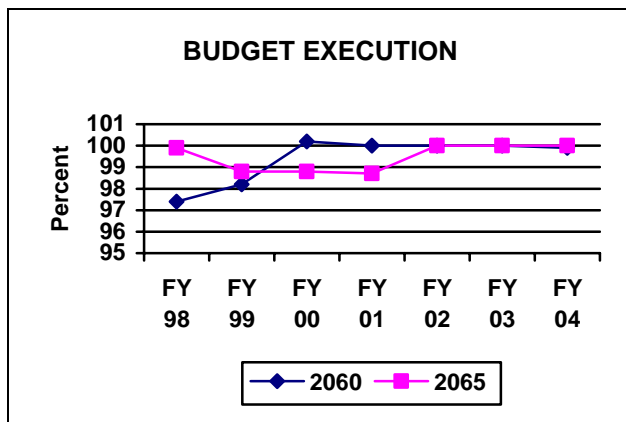
**Figure 7.3.1 Economic Impact** Linkage 5.1

The increase in the Economic Impact for the State of Arizona reflected in **Figure 7.3.1** is directly linked to our increase in Force Structure (**Figure 7.3.8**), Military Construction (**Figure 7.3.5**) and Full-time employees (**Figure 7.3.9**).



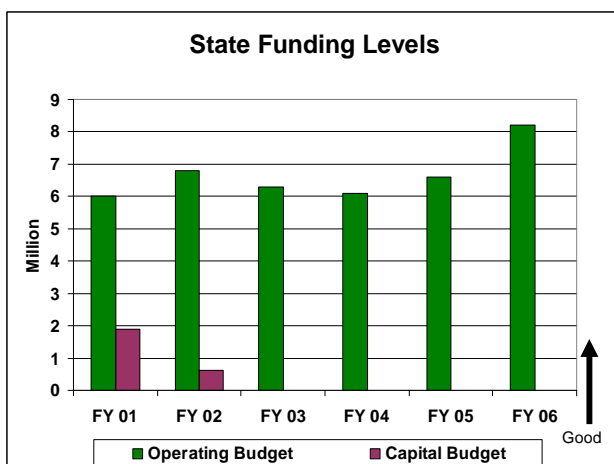
**Figure 7.3.2 Federal Funding Levels** Linkage 5.1

The increase in federal funding levels shown in **Figure 3.2.2** is linked to our increase in Force Structure (**Figure 7.3.8**), Military Construction (**Figure 7.3.5**) and Full-time employees (**Figure 7.3.9**).



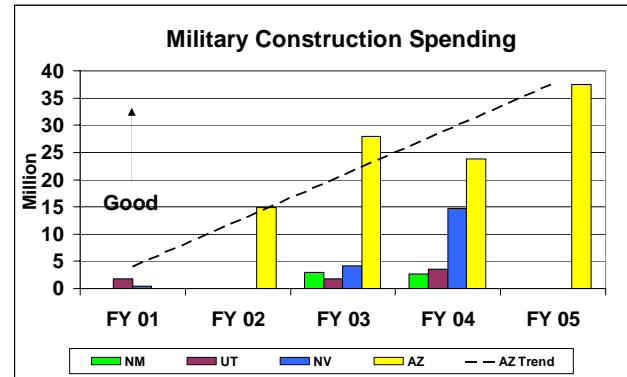
**Figure 7.3.3 Budget Execution**

**Figure 7.3.3** shows that our budget execution has been 99.9% or 100% for the past 3 years, which demonstrates sound funding expenditure processes.



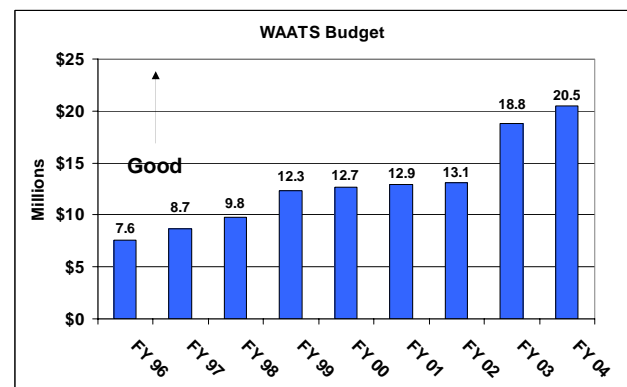
**Figure 7.3.4 State Funding Levels** Linkage 3.4

**Figure 7.3.4** reflects a steady increase in our state operating budget (State Funding), which directly correlates to the State Tuition Reimbursement Program being increased from \$600K to \$1.44 million (**Figure 7.4.3**).



**Figure 7.3.5 MILCON Funding** Linkage 2.12a

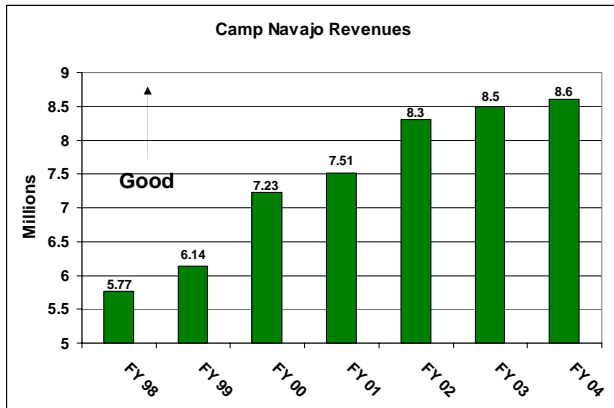
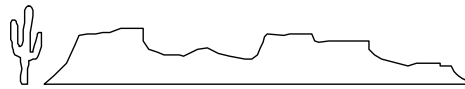
The increase in Military Construction (MILCON) Funding identified in **Figure 7.3.5** is linked to the increase in the AZ ARNG's Authorized Force Structure (**Figure 7.3.8**). This increase in our MILCON budget will allow us to build new community based armories to support our additional force structure. Comparative data was not available for FY 02 and FY 05.



**Figure 7.3.6 WAATS Budget** Linkage 5.1

The Western ARNG Aviation Training Site (WAATS) has experienced a steady increase in its operating budget for the past eight years as highlighted in **Figure 7.3.6**. This facility provides year-round training to U.S. Active and Reserve component pilots as well as aviators from other nations such as Saudi Arabia, Singapore, United Arab Emirates, Korea, Turkey, and Jordan.

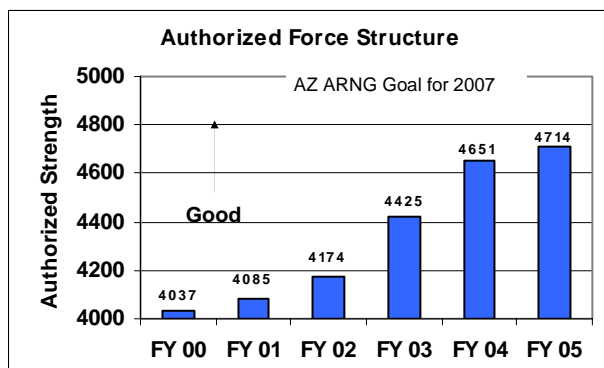
The increase in the WAATS budget directly correlates to the increase in students being trained (**Figure 7.1.5**).



**Figure 7.3.7 Camp Navajo Revenues** Linkage 5.1

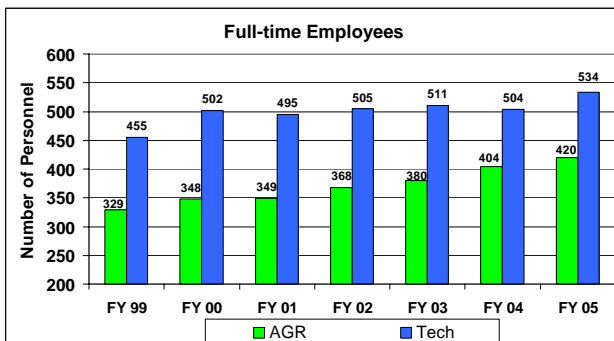
Camp Navajo continues to expand its industrial base and gain in revenue as illustrated in **Figure 7.3.7**. This enterprise also provides excellent employment opportunities for our AZ ARNG members.

### 7.3a(2) Market performance and new markets



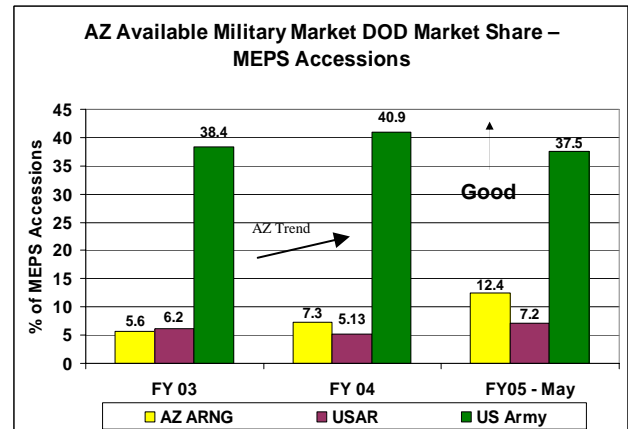
**Figure 7.3.8 Authorized Force Structure** Linkage 4.1

Goal 4 of our Strategic Plan is to increase Force Structure. The AZ ARNG has gained 677 force structures positions since 2000, as shown in **Figure 7.3.8**. The increase in force structure is directly linked to our standing and performance on the NGB ORL (Figure 7.2.10). This represents a significant increase in market share of authorized soldiers.



**Figure 7.3.9 Full-time Employees** Linkage 2.6&2.8

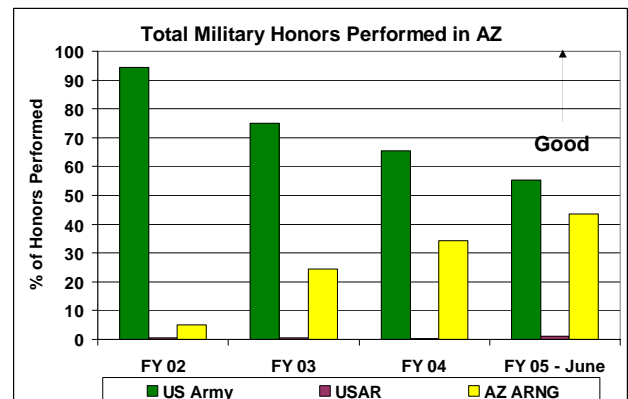
The increase in our full-time manning identified in **Figure 7.3.9** is directly related to our new force structure allowance (Figure 7.3.8). The authorization for new units also translates in to other M-day and full time manning opportunities. Our increased federal budget reflects this increase in manning and force structure, as well (Figure 7.3.2).



**Figure 7.3.10 DoD Market Share for NPS Soldiers**

Linkage 1.7a

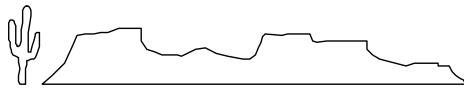
The AZ ARNG has focused on increasing our market share of Non-Prior Service (NPS) Soldiers within the State. The increase in market share from FY 03 to FY 04, as depicted in **Figure 7.3.10**, resulted in the AZ ARNG's gain of 100 additional non-prior service soldiers, taking market share from the Active Duty.



**Figure 7.3.11 Military Honors**

Linkage 5.6

The AZ ARNG supports our communities and veterans by performing Military Funeral Honors. As demonstrated in **Figure 7.3.11**, we continue to provide a quality service and have taken market share from the Action Duty.



## 7.4 Human Resource Results

### 7.4a Human Resource results

#### 7.4a(1) Work system performance

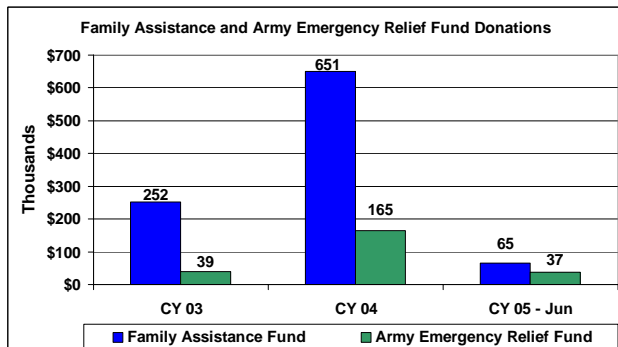


Figure 7.4.1 Family Assistance & Soldier Relief Fund

The AZ ARNG, in coordination with the Governor's Office and the private sector, developed the Family Assistance and the Soldier Relief Funds. As depicted in **Figure 7.4.1**, over 1.2 million dollars has been donated by the private sector to support the families of deployed soldiers.

#### 7.4a(2) Employee Learning and Development

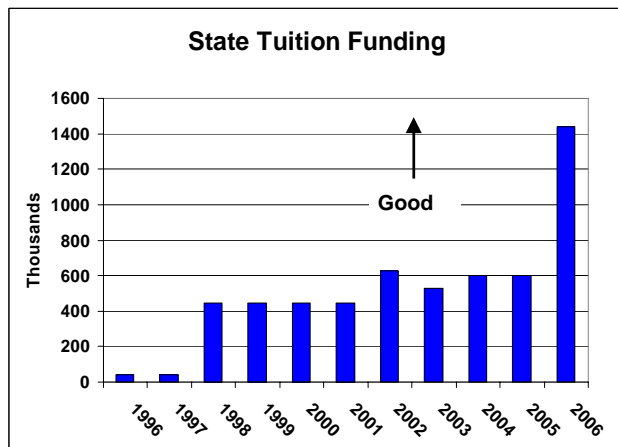


Figure 7.4.2 State Tuition Funding Linkage 3.3

The senior leadership has effectively worked with the state legislators to develop and increase the National Guard tuition reimbursement programs as represented in **Figure 7.4.2**. The program was initiated in 1996 with a funding level of \$48,000. The funding for the program was increased to \$1.44 million dollars starting 1 July 05.

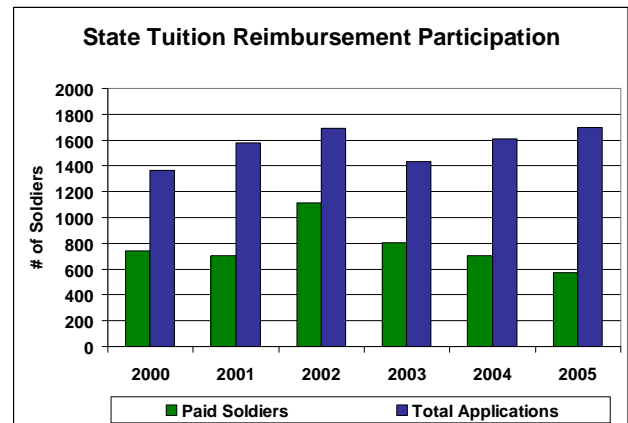


Figure 7.4.3 State Tuition Reimbursement

Linkage 3.4

**Figure 7.4.3** shows the number of soldiers who applied for the State Tuition Reimbursement program and how many received payment. The increase in tuition cost reduced the number of soldiers who could be paid. The increase in funding for the program (Figure 7.4.2) should allow every soldier who applies for the program to be paid.

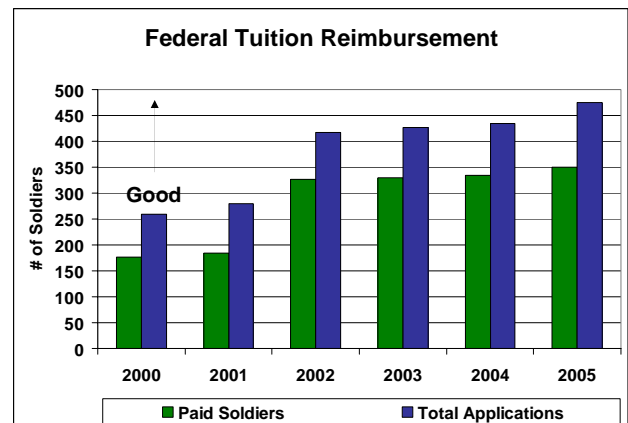
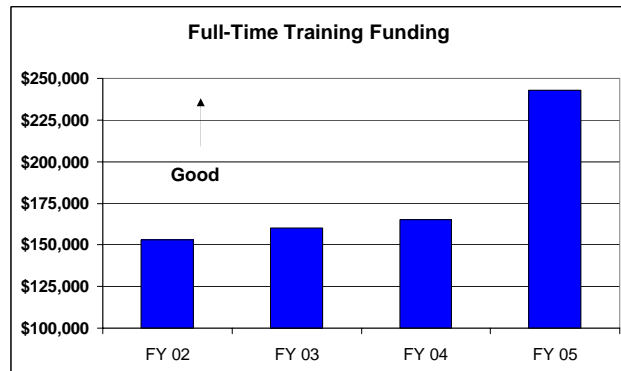
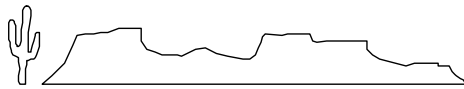


Figure 7.4.4 Federal Tuition Reimbursement

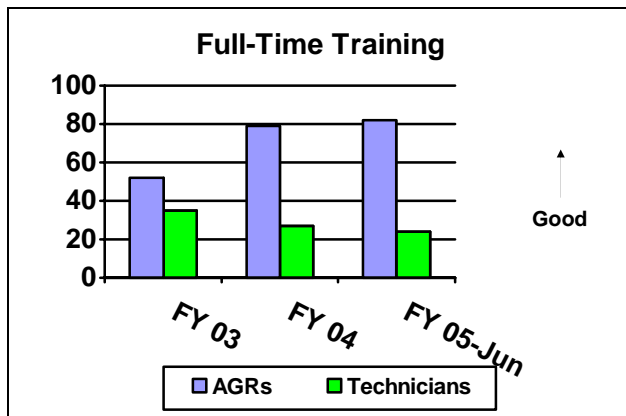
Linkage 3.5

The AZ ARNG encourages our soldiers to take advantage of the State and Federal Tuition Reimbursement programs for their personal and professional development. **Figure 7.4.4** highlights the increasing number of applicants and soldiers participating (paid) in this program.



**Figure 7.4.5 Full-Time Training** Linkage 2.7

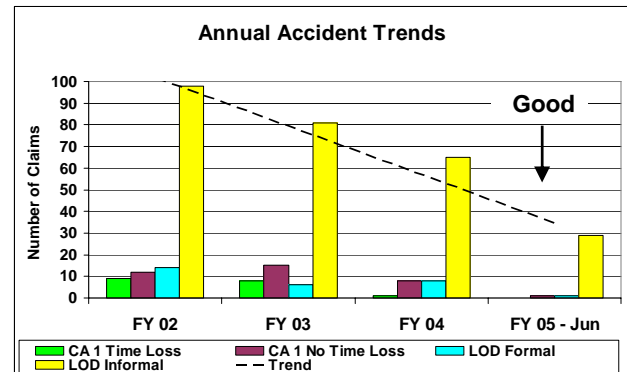
The increase in funding for full-time employee training shown in **Figure 7.4.5**, illustrates the AZ ARNG commitment to our full-time employees and emphasizes the importance of training to the workforce. During mentoring sessions, courses are identified for employees to attend which will enhance their personal and professional development.



**Figure 7.4. 6 Full-Time Training** Linkage 2.7

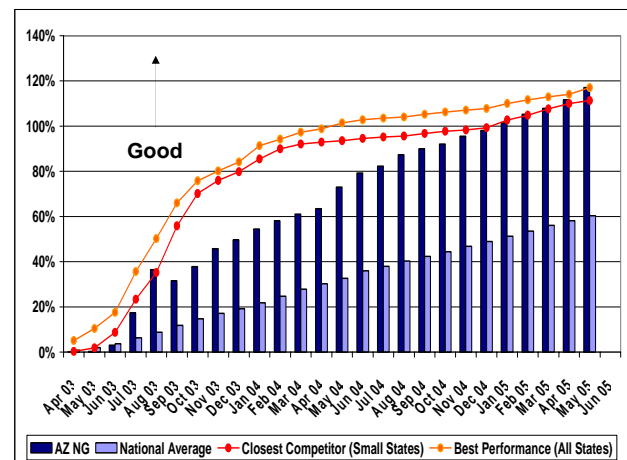
NGB has developed various mandatory programs for Full Time Unit Support (FTUS) personnel to attend at the Professional Education Center (PEC), which will enhance the employee's ability to perform his/her job. As shown in **Figure 7.4.6**, the AZ ARNG has continued to place emphasis on attending these courses. It is important to note that a significant number of our full time staff is deployed, which is reflected in the overall number of employees who have been able to attend this training.

### 7.4a(3) Employee Well Being, Satisfaction and Dissatisfaction



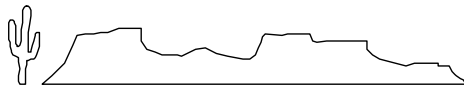
**Figure 7.4.7 Accident Trends** Linkage 2.9

The safety of our employees is a top priority of the AZ ARNG. Our Safety Council conducts quarterly meetings to review all accidents. Each accident is individually investigated to determine how they occurred and follow-up checks are conducted to ensure that corrective actions have been taken. Our safety personnel conduct pro-active inspections to ensure compliance with OSHA standards. Leaders at all levels conduct risk assessments prior to operations. **Figure 7.4.7** illustrates the downward trend on most types of accidents. This reduction in accidents reflects the increased command emphasis to safeguard our employees.

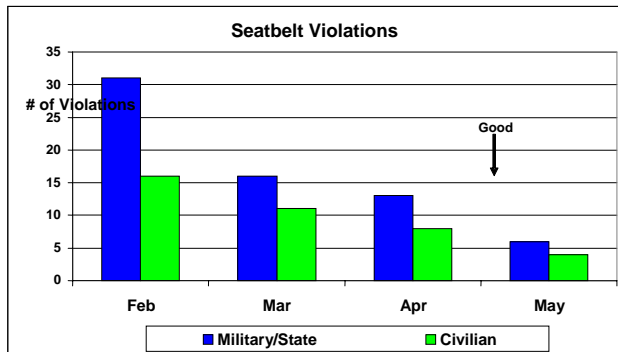


**Figure 7.4.8 Defensive Driving Course Best in Class** Linkage 2.9a

As demonstrated in **Figure 7.4.8**, the AZ ARNG is the **Best in Class** for small states in completing the Defensive Drivers Course (DDC). AZ is only one of three states to reach 100% employee completion in this national program. Placing emphasis on learning

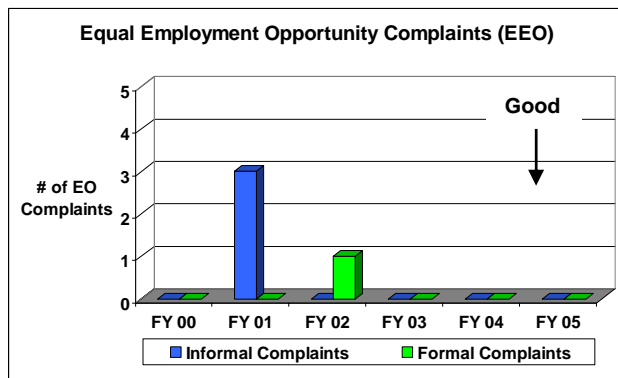


how to drive safely shows our commitment to the well-being of our workforce.

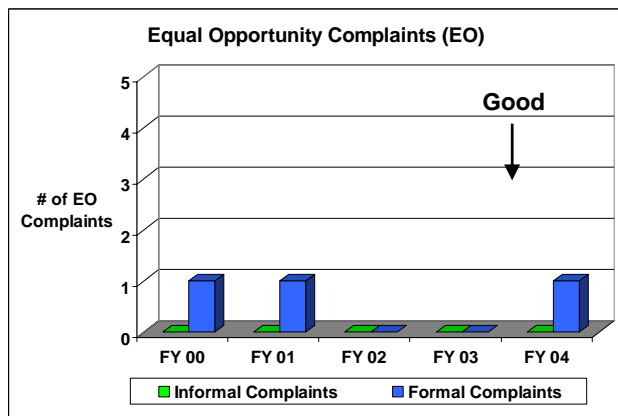


**Figure 7.4.9 Seatbelt Violations** Linkage 2.9b

Emphasis on wearing seatbelts is part of our employee well-being program. **Figure 7.4.9** demonstrates a decrease in violations due to this increased emphasis.



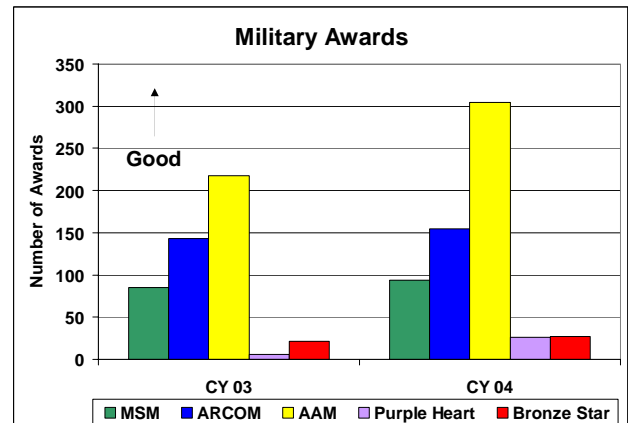
**7.4.10. EEO Complaints** Linkage 2.5



**7.4.11 EO Complaints** Linkage 2.5

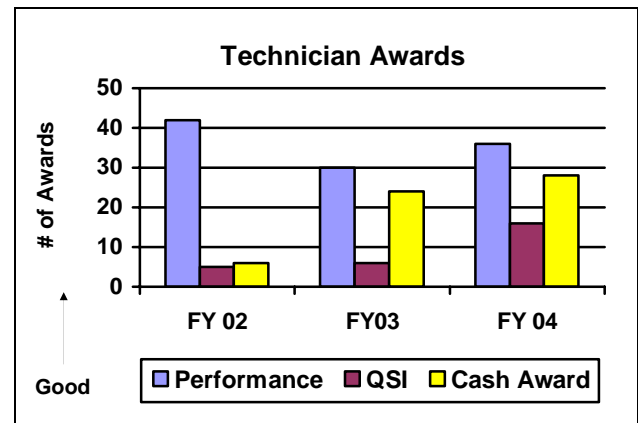
The AZ ARNG has maintained its trend in low complaints by posting only one EO and one EEO complaint for the past three years as shown in

**Figures 7.4.10 & 7.4.11.** We attribute this very low complaint rate to our command emphasis of the EEO/EO program, issues being addressed at the lowest level, increased awareness of EEO/EO issues, a strong commitment to diversity, and the use of conflict resolution/mediation.



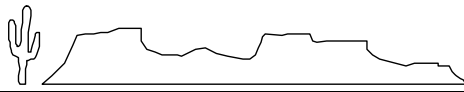
**Figure 7.4.12 Military Awards** Linkage 2.5

The AZ ARNG encourages our employees to use their initiative and to be innovative in the performance of their duties. Formal recognition of hard work and contributions comes in the form of military awards. **Figure 7.4.12** shows the number of Army Achievement Medals, Army Commendation Medals, Meritorious Service Medals, Purple Hearts, and Bronze Star Medals presented to our employees. Figure 7.2.4 shows that our leaders are telling soldiers when they have done a good job.



**Figure 7.4.13 Technician Awards** Linkage 2.8

One measure of work system performance used by the AZ ARNG is technician awards. Performance and Quality Step Increase (QSI) awards are an indicator of individual performance (**Figure 7.4.13**). For the past three years, Arizona has awarded these



top two awards to between 9.9% and 11.8% of its technicians.

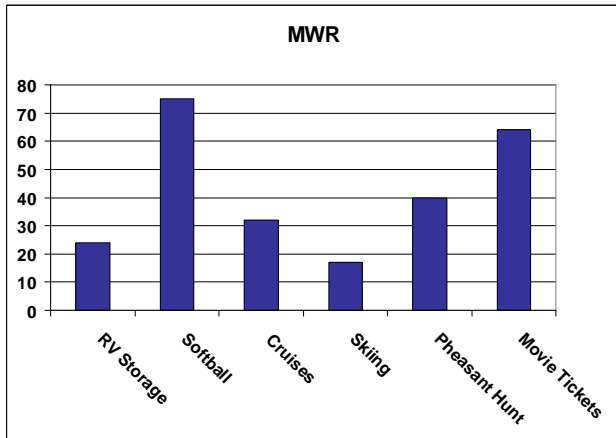


Figure 7.4.14 MWR

Linkage 2.5

The AZ ARNG started a MWR program in 2004 to provide this benefit to our soldiers/employees. The first year has demonstrated a great interest in the program. Future plans include a child care center which is scheduled to open in FY 06. Over 800 event tickets (i.e. Sea World, Disneyland etc) were sold in addition to the events listed in **Figure 7.4.14**.

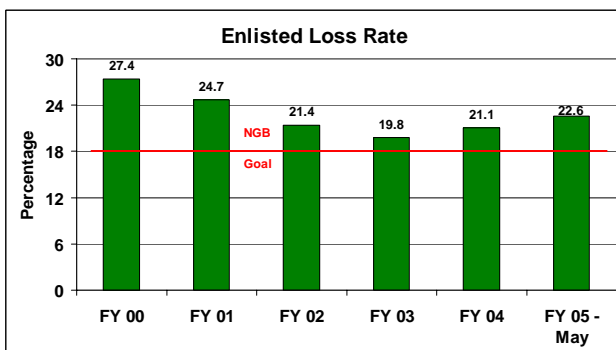


Figure 7.4.15 Enlisted Loss Rate

Linkage 2.5

The enlisted loss rate illustrated in **Figure 7.4.15**, which includes retirements, has remained relatively stable over the past three FYs even though there have been multiple federal and state deployments (Figure 7.1.1 & 7.1.3). Current enlisted loss rates are significantly lower than they were in FY 2000.



Figure 7.4.16 Defensive Drivers Course

**Figure 7.4.16** shows that the AZ ARNG is only one of three states meeting the NGB goal of 100% completion rate on the Defensive Drivers Course. The AZ ARNG is the “**Best in Class**” for small states.

## 7.5 Organizational Effectiveness Results

### 7.5a(1) Performance of key value creation processes

The Arizona Army National Guard's primary product is the creation of trained and ready soldiers and full spectrum units that are prepared to respond to any contingency, foreign or domestic. Our primary military customers, the Department of Defense (DoD) and the Department of the Army (DA) have established standards for reporting the readiness of units. The Unit Status Report (USR) is broken into four sub categories and an overall rating. The sub categories are: Personnel (P), Equipment on Hand (S), Maintenance (R), and Training (T). These ratings are used to determine an overall “C” rating for the unit. NGB has expanded on these standards and has developed the Managed Level of Resources (MLR). These goals are established for all National Guard units. The MLR is assigned based on the unit's mobilization date. Funding is based on the unit's MLR position.

One of the primary measures of ready units utilized by DoD, DA and NGB is the overall “C-Rating”. This rating is determined by taking the lowest of the four sub categories, Personnel (P), Equipment on Hand (S), Maintenance (R), and Training (T).

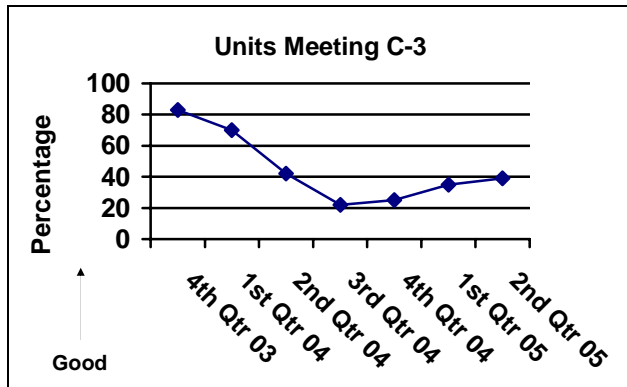
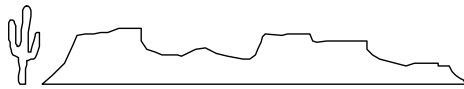


Figure 7.5.1 Units Meeting Minimum "C-3" Rating

Linkage 1.6

The AZ ARNG has mobilized or alerted 2958 soldiers, over 68% of our force, in support of Operations Iraq Freedom and Noble Eagle. In order to mobilize units, personnel and equipment were crossed leveled to allow these units to be mobilized with the soldiers and the best equipment possible. The cross leveling process reduced the readiness in the remaining units in both personnel and equipment. The "C-3" has shown a steady increase for the past three quarters as illustrated in **Figure 7.5.1**.

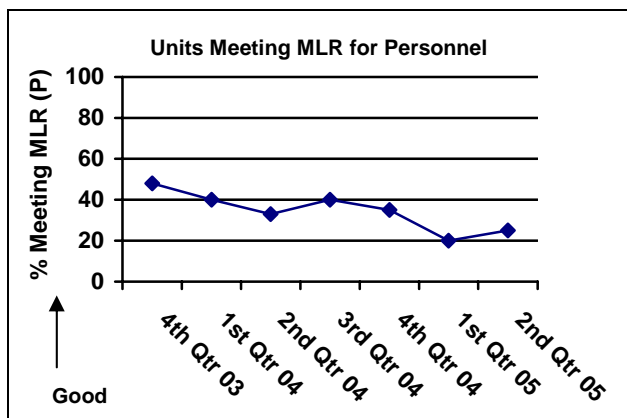


Figure 7.5.2 Units meeting MLR (P)

Linkage 1.5

The AZ ARNG continues to mobilize units for security missions requiring no specific MOS, such as in-lieu of Military Police (MP), Rear Area Operations Centers (RAOC), and other security forces (SECFOR). These missions have resulted in the drop of MOSQ rates, while non-MOSQ soldiers are deployed in security missions. This decrease in our ability to meet remaining units MLR personnel (P) rating is reflected in **Figure 7.5.2**.

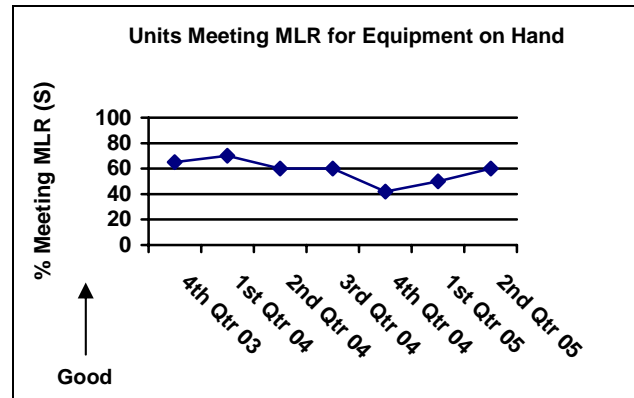


Figure 7.5.3 Units meeting MLR (S)

Linkage 1.5

In accordance with our requirement to provide ready units, the AZ ARNG has continued to cross-level the best equipment available units being mobilized. This includes nationally directed equipment cross-leveling to other ARNG states. Several of our units were directed to leave their equipment in Iraq after their deployment as Stay Behind Equipment (SBE). **Figure 7.5.3** shows the status of units meeting the MLR for equipment of hand (S).

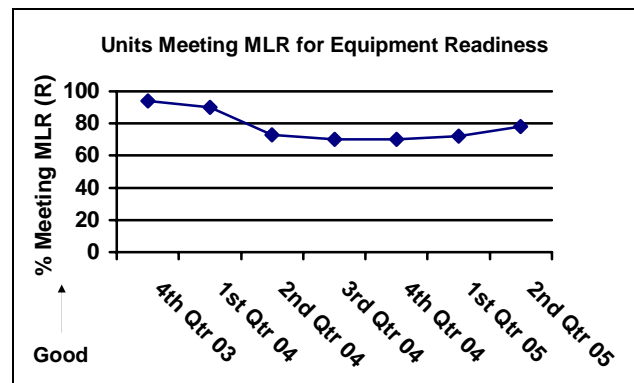


Figure 7.5.4 Units meeting MLR (R)

Linkage 5.1

The measurement of equipment serviceability, or MLR equipment readiness (R), is based on the operational readiness condition of each unit's on-hand and available equipment. Equipment returning from deployment must have parts ordered and brought to Fully Mission Capable (FMC) at the Power Projection Platform (PPP) Equipment Demobilization Site (EDS) before it is returned to the state/unit. Delays in return have adversely affected equipment readiness. In 2005 the AZ ARNG became a FORSCOM EDS so that we could manage our own equipment repair and return cycle. As demonstrated in **Figure 7.5.4**, equipment readiness has slowly begun to improve over the last seven quarters.

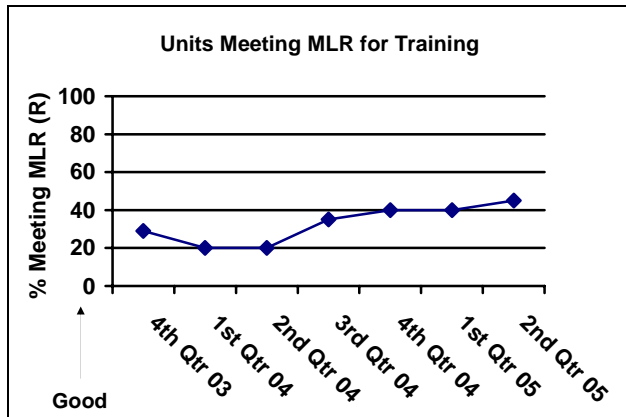
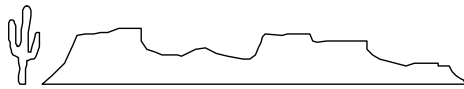


Figure 7.5.5 Units meeting MLR (T) Linkage 5.1

The training status of the unit, or MLR (T), is based on the commander's assessment of the unit's proficiency on mission-essential tasks and the commander's estimate of the number of training days required for the unit to achieve/sustain full mission-essential task list (METL) proficiency. **Figure 7.5.5** reflects an increase in the AZ ARNG units to meet their MLR standard for training.

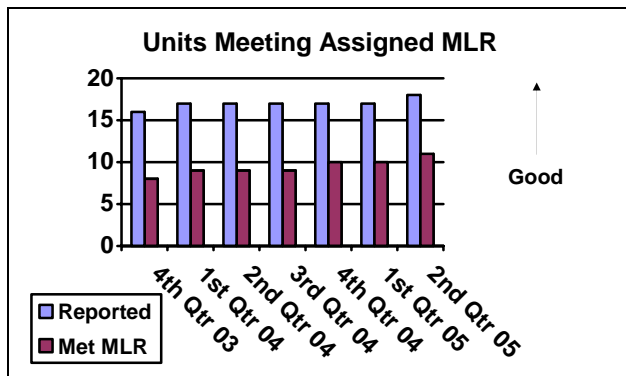


Figure 7.5.6 Units Meeting MLR Linkage 1.5

The number of AZ ARNG units reporting and meeting their assigned overall MLR goals is reflected in **Figure 7.5.6**. There has been a determined ability for units to meet their assigned MLR standards once they have returned from their initial deployments. However, we must recognize that the AZ ARNG (and the nation) will continue to cross-level personnel and equipment during this time of conflict, to ensure that mobilizing units meet their strength and equipment requirements. The turmoil caused will not lessen with time. We therefore will continue to explore ways to minimize the adverse impact that this constant change has on the ability of our organization to achieve its goals.

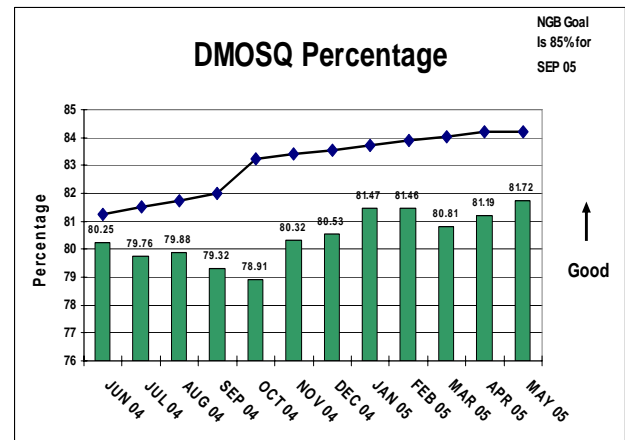


Figure 7.5.7 DMOSQ Linkage 1.4

Meeting the NGB goal for MOSQ soldiers has been a challenge due to the 677 new force structure positions. The dips in MOSQ percentages shown in **Figure 7.5.7**, reflects those periods when new force structure positions were added to the total force.

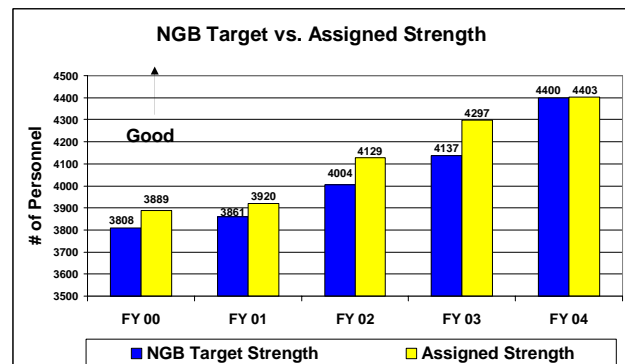


Figure 7.5.8 NGB Target vs. Assigned Strength Linkage 1.7

The AZ ARNG has exceeded the NGB Strength target for the past five years. Each year the strength target has been raised to reflect our additional force structure (**Figure 7.3.8**).

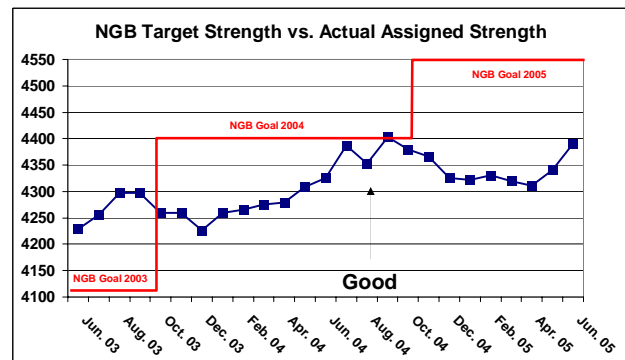
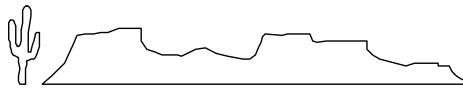


Figure 7.5.9 NGB Target Strength Increase Linkage 1.7

**Figure 7.5.9** shows the relationship between the NGB Strength Targets and the Assigned strength for



the AZ ARNG. NGB continues to raise our strength target each year. The AZ ARNG target strength for FY 03 was 4137, FY 04 was 4400, and for FY 05 it is 4550.

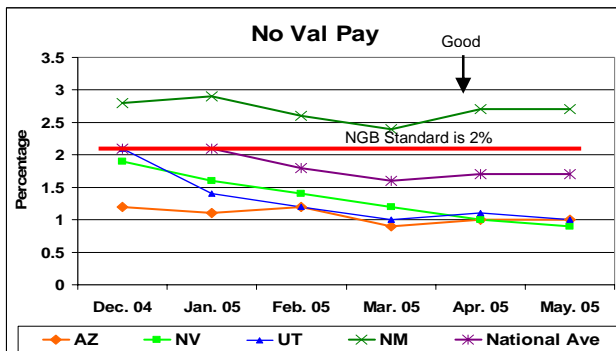


Figure 7.5.10 NoVal Pay Comparisons

NoVal Pay is the percentage of soldiers who have not received any military pay within the past 90 days (not attending drill). As illustrated in **Figure 7.5.10**, the AZ ARNG has surpassed the NGB goal of 2% since 2004.

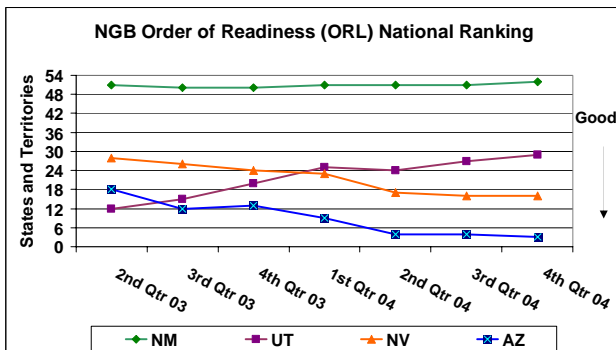


Figure 7.5.11 ORL Comparisons Linkage 4.2

As seen in **Figure 7.5.11**, the AZ ARNG was ranked 3<sup>rd</sup> in the nation on the NGB Order of Readiness List (ORL) 4<sup>th</sup> QTR 04. This ranking is the **Best in Class** for small states. Our ORL performance has resulted in a net gain of 677 force structure positions.



Figure 7.5.12 Recruiting Goal comparison Linkage 1.7

As seen in **Figure 7.5.12**, the AZ ARNG continues to take recruiting market share away from the Active Army as we surpass them in meeting monthly recruiting goals.

### 7.5a(2) Performance of Key Support Processes

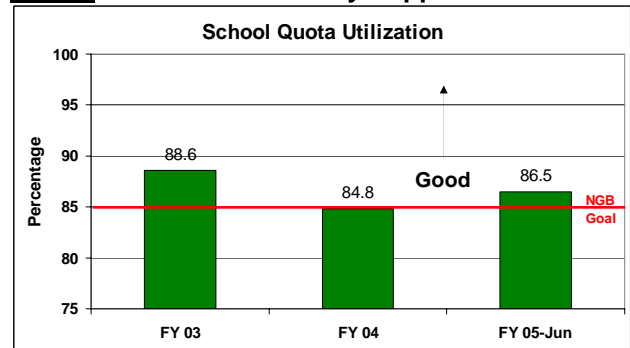


Figure 7.5.13 School Quota Utilization Linkage 1.4

Deployments since 9/11 (**Figure 7.1.1** & **7.1.3**) resulted in a large number of soldier being required to cancel out of scheduled training. **Figure 7.5.13** shows that we continue to meet the goal established by NGB by having an aggressive backfill program.

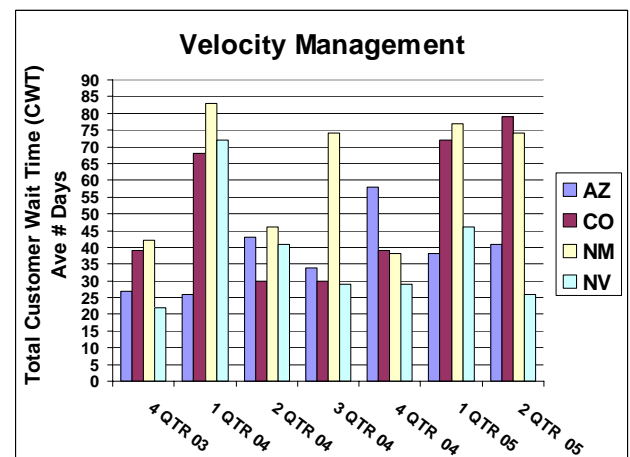


Figure 7.5.14 Velocity Management Linkage 1.5

The Logistics Support Activity (LOGSA), Integrated Logistics Analysis Program (ILAP) provides a summary of Customer Wait Time (CWT) averages (all sources) to states on a monthly basis. The AZ ARNG benchmarks off of competitor Southwestern small/like ARNG states to determine how well we are managing the supply chain to support our core product and achieve better performance. Velocity Management, or more specifically the CWT, is a measurement of all supply cycles that fulfill a customer's requirements. **Figure 7.5.14** reflects that cycle time. Because readiness is evaluated during the quarterly Readiness Review Board, the CWT average data has been recomputed to reflect cycle time by FY quarter for comparison purposes.

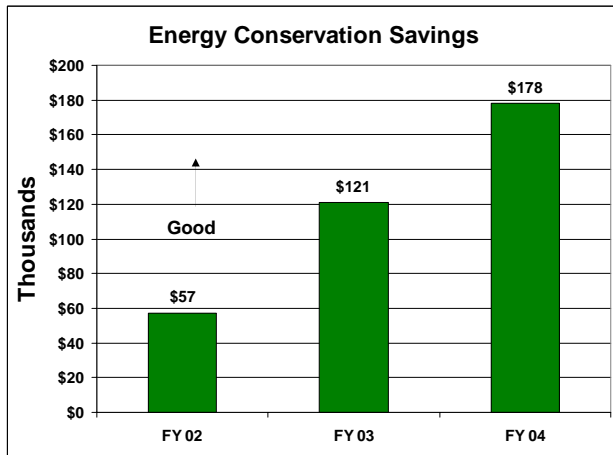
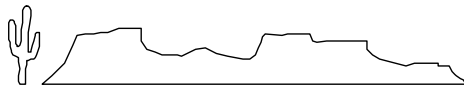


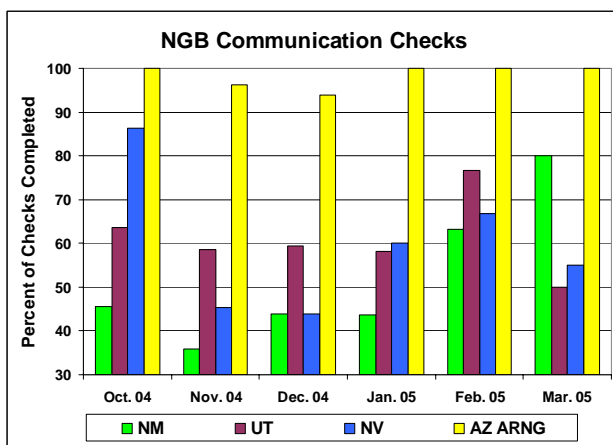
Figure 7.5.15 Energy Conservation Savings

The AZ ARNG is the “**Best in State**” and “**Best in the Army**” in leading the way in energy savings (Figure 7.5.15). Our cost-saving measures include moving to solar and wind power, HVAC and night setbacks, and programmable thermostats.

Awards	2001	2002	2003	2004
Governor's Award for Energy Excellence	X	X	X	X
Secretary of the Army-Energy Management Excellence Award	X	X	X	X

Figure 7.5.16 Energy Awards *Best in Class*

The AZ ARNG energy conservation saving program is the “**Best in the State**” and the “**Best in the Army**”. The AZ ARNG has won the Governor's for Energy Excellence and the Secretary of the Army – Energy Management Excellence Award for the past four years as depicted in Figure 7.5.16.

Figure 7.5.17 Communications *Best in Class*

Linkage 1.2

NBG initiated “Joint Voice” communication exercises in August 2004 to ensure “up & down” routine and

emergency communications between the NGB Joint Operations Center (JOC) and the JOCs of all 54 States and Territories. There are typically 11 checks that require to be performed each week. Figure 7.5.17 shows the AZ ARNG as **Best in Class**.

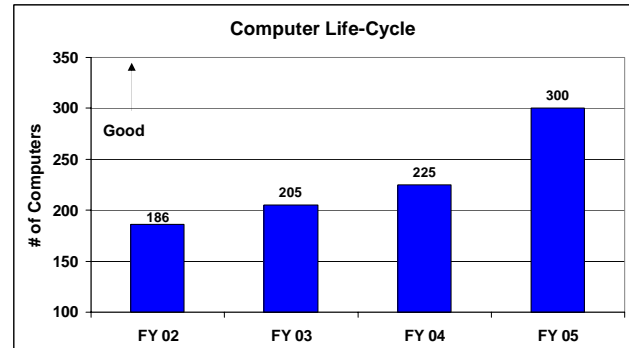


Figure 7.5.18 Computer Life Cycle Linkage 2.14

Our computer life cycle program provides new computers and software every 5 years (Fig 7.5.18), increasing employee production and satisfaction

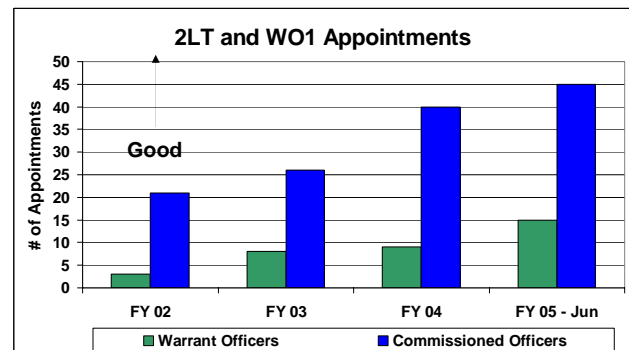


Figure 7.5.19 2LT &amp; WO1 Appointments

Linkage 2.3a &amp; 2.4a

Young leaders recognize that the AZ ARNG is a quality organization where they can grow as leaders and make a contribution to the Nation. (Fig 7.5.19)

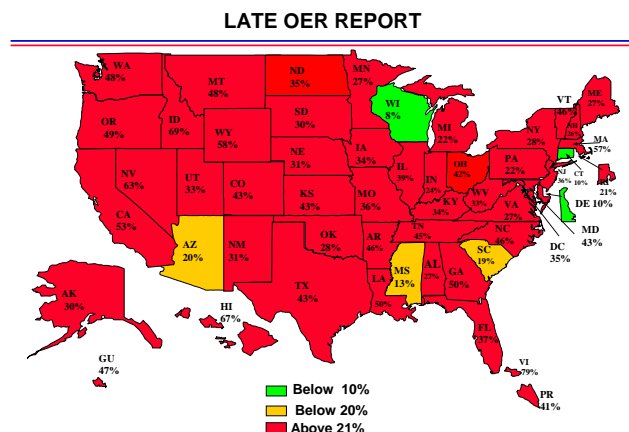
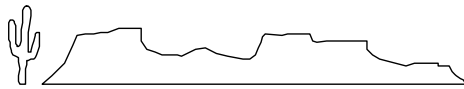


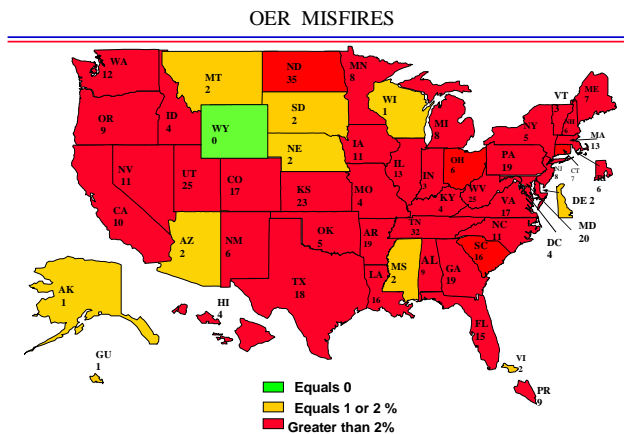
Figure 7.5.20 NGB Late OER Report

Linkage 1.1

As of 06 JULY 2005



Senior leaders stress coaching and mentorship using the OER system to provide timely feedback on performance to develop leaders. The AZ ARNG is one of the **“Best in Class”** on timely completion of OERs as illustrated in **Figure 7.5.20**.



**Figure 7.5.20 NGB OER Misfires Report** Linkage 1.1

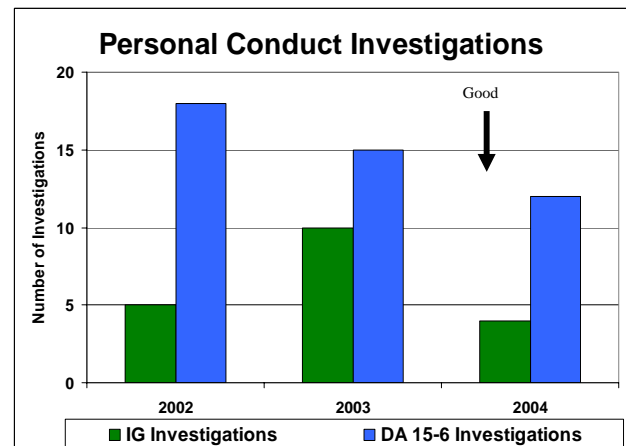
The AZ ARNG uses the OER to coach, mentor and develop leaders. In order to be an effective management tool, the must be completed timely and correctly. We are one of the **“Best in Class”** on the timely and accurate completion of the OER as depicted in **Figure 7.5.20**.

## 7.6 Leadership & Social Responsibility Results

### 7.6a(1) Organizational strategy and action plans

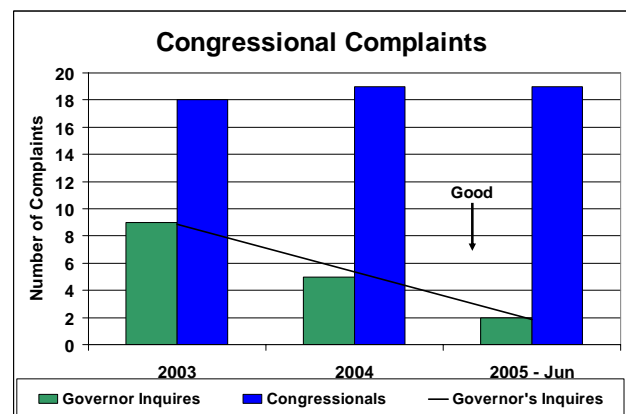
The AZ ARNG uses the Strategic Planning Process described in Figure 2.2 to develop the Mission and Vision statements, organizational values, goals, objectives and action plans. Goals are generated and set the direction for the organization. Objectives are SMART and support the accomplishment of the goals. Action plans support the accomplishment of the objectives. Figure 2.2 demonstrate how goals are supported by objectives and action plans support the objectives. Action plans are developed for those objectives that are more complex and have several supporting processes. The Strategic Planning Process and our Key Organizational Performance Measurements (KOPM) provide a systematic and effective process to consistently improve the organization while maintaining the agility to adjust to changing situations.

### 7.6a(2) Key Measures or indicators of ethical behavior & stakeholder trust



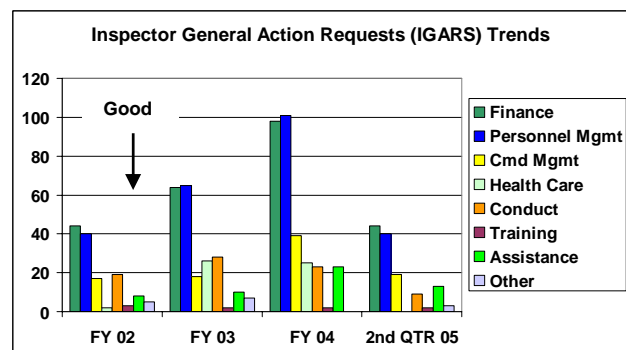
**Figure 7.6.1 Personal Conduct Investigations**

**Figure 7.6.1** depicts the relatively small number of personal conduct violations investigated by the IG and DA 15-6 investigations.



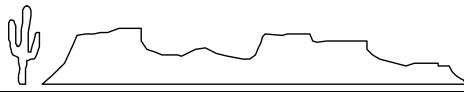
**Figure 7.6.2 Congressional Complaints** Linkage 1.1

Congressional complaints have increased slightly due to mobilizations. As illustrated in **Figure 7.6.2**, Governor inquires have shown a downward trend over the past three years.

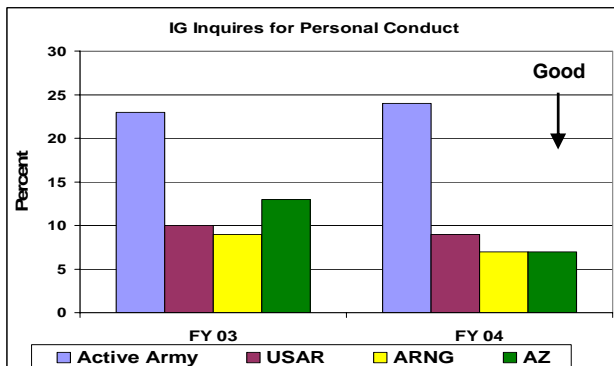


**Figure 7.6.3 IG Action Requests** Linkage 1.1

The number of IG requests for assistance has increased in the area of finance and personnel

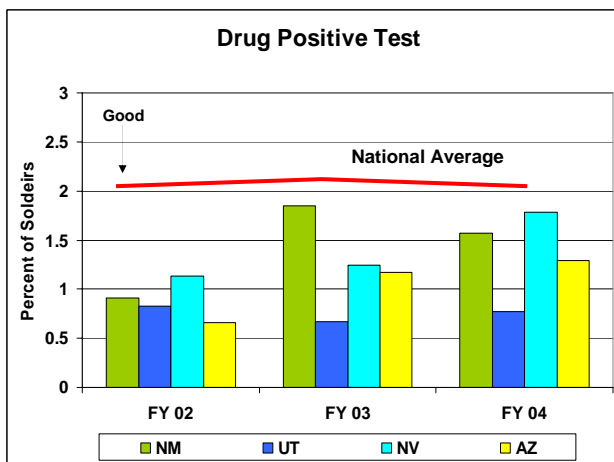


management, as depicted in **Figure 7.6.3**, are primarily due to mobilizations. Other areas have remained low.



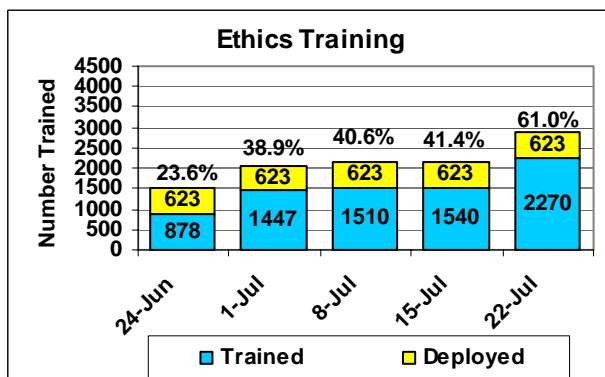
**Figure 7.6.4 Personal Conduct**

The AZ ARNG benchmarks with the Active Duty, USAR and the ARNG to determine if the numbers of IG Inquires for Personal Conduct are in line with the rest of the soldier population (**Figure 7.6.4**).



**Figure 7.6.5 Drug Positive Test** Linkage 1.1

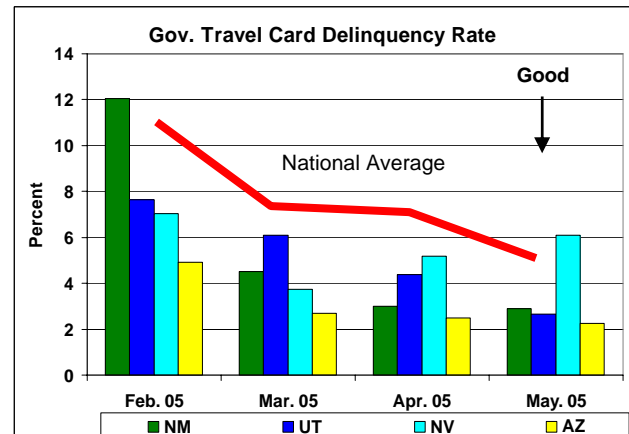
Providing a trained and ready force means having a drug free force. The AZ ARNG consistently ranks below the national average for drug positive tests.



**Figure 7.6.6 Ethics Training 2005** Linkage 1.1

The AZ ARNG JAG is currently in the process of training every Soldier and Army civilian employee on the Federal Ethics Standards. The training reaffirms our commitment to compliance with established standards. **Figure 7.6.6** demonstrates ethics training compliance.

### 7.6a(3) Fiscal Accountability



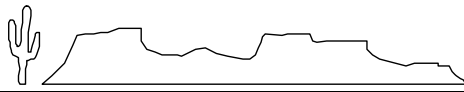
**Figure 7.6.7 Gov Travel Card Delinquency Rate**

Since February 2005, the AZ ARNG has been **Best in Class**, consistently ranking below the NGB National Average for the delinquency rate on the government travel card. (**Figure 7.6.7**)

Fiscal Accountability					
	FY 01	FY 02	FY 03	FY 04	FY 05 to June
<b>Purchasing and Contracting (USPFO)</b>					
<b>INTERNAL</b>					
Self Inspection	GO	GO	GO	GO	GO
<b>EXTERNAL</b>					
5th Army IG	GO			GO	
NGB-QA				GO	
<b>Resource Management (USPFO)</b>					
<b>INTERNAL</b>					
Self Inspection	GO	GO	GO	GO	GO
<b>EXTERNAL</b>					
5th Army IG	GO			GO	
NGB-QA				GO	
<b>Internal Review (USPFO)</b>					
<b>INTERNAL</b>					
Self Inspection	GO	GO	GO	GO	GO
<b>EXTERNAL</b>					
5th Army IG	GO			GO	
NGB-QA				GO	
AAA					GO
GAO					GO

**Figure 7.6.8 Fiscal Accountability**

**Figure 7.6.8** depicts key measures of internal and external fiscal accountability programs evaluated. Since FY 01, we have received a "GO" in all areas of the evaluation process.

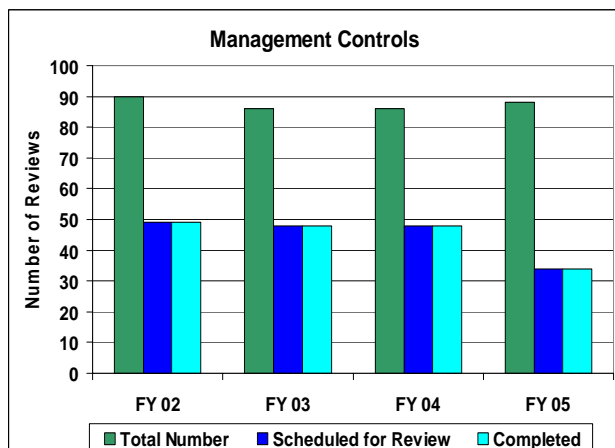


#### 7.6a(4) Regulatory and Legal Compliance

	Internal Reviews				
	FY 01	FY 02	FY 03	FY 04	FY05 YTD
# Engagements	20	15	15	29	17
# Of Recommendations	21	6	9	9	22
# Audits With Findings	0	1	0	0	0
# Number of Findings	0	2	0	0	0
# Of Recommendations	0	1	0	0	0
# of Follow-Up Audits	0	1	0	1	0
#of Findings & Recommendations closed	0	1	0	1	0

**Figure 7.6.9 Internal Reviews**

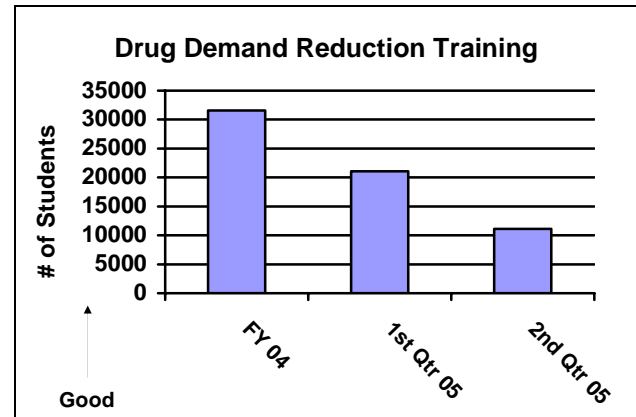
The internal audit team retains their independence from the organization to ensure total objectivity in conducting audits. Team members are competitive technicians who have no requirement to belong to the National Guard. The internal audit team chief reports directly to the TAG. Numbers of audits & actions taken by FY are shown in **Figure 7.6.9**.



**Figure 7.6.10 Management Controls**

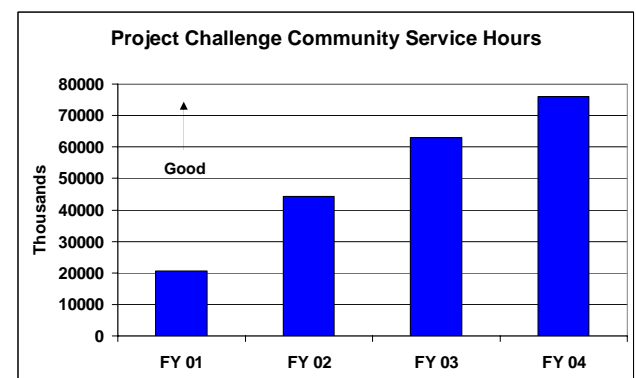
For the past four years, the AZ ARNG has completed 100% of the management controls scheduled for review as illustrated in **Figure 7.6.10**. In accordance with AR 11-2, the senior responsible official with overall responsibility for the Management Control process scheduled 34 areas for review in FY 05. These 34 areas covered the full spectrum of the organization. Assessable unit managers found no reportable weaknesses and ensured the leadership that management controls were in pace and operating effectively in the AZ ARNG.

#### 7.6(5) Support of Key Communities



**Figure 7.6.11 Demand reduction training** Linkage 5.4b

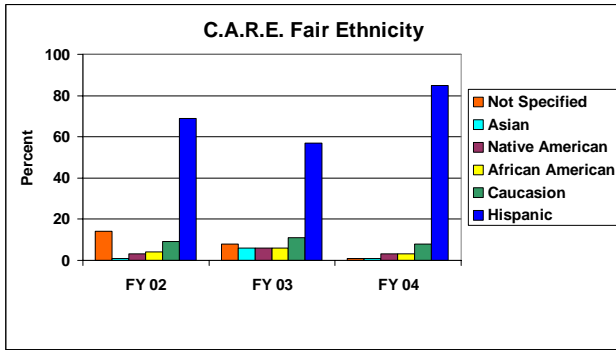
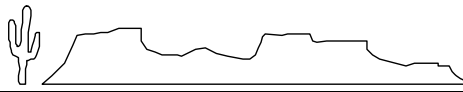
In FY04 the AZ ARNG -- based on guidance from the SECDEF -- participated in a pilot program to standardize accounting for student attendance at Demand Reduction Training. Therefore, the criteria for counting student attendance changed and FY 03 numbers are not reflected. The change resulted in more stringent definitions of what should be reported, and eliminated inflationary or inconsistent practices among all NG DDR programs. The AZ ARNG continues to have a very active drug demand reduction training program that supports key communities across the State. The total attendance numbers from first and second quarter FY 05 already surpass the total attendance for FY 04 as shown in (**Figure 7.6.11**).



**Figure 7.6.12 Project Challenge Service Hours**

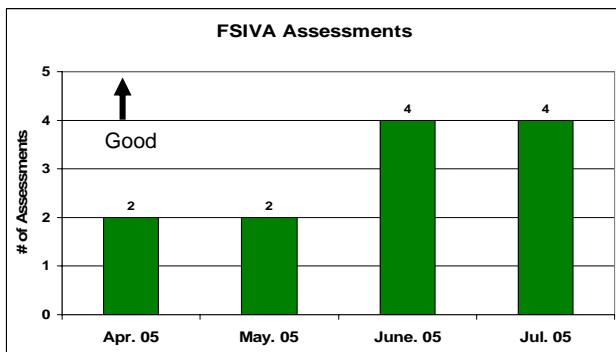
Linkage 5.3

Project Challenge students perform community service hours to instill public support. At a rate of \$7 per hour, this would be equal to over \$546,000.00 dollars in support that has been provided to our key communities over the past four years. (**Fig 7.6.12**)



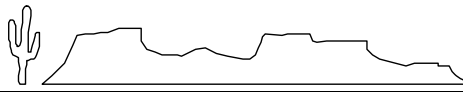
**Figure 7.6.13 C.A.R.E Fair Ethnicity** Linkage 5.5

The AZ ARNG has supported the City of Tucson for the past 3 years with the Medical Innovative Readiness Training (MIRT) Program. MIRT funds allow for health care professionals and medics of the AZ ARNG to conduct an annual “C.A.R.E. FAIR” and provide medical assistance to underprivileged neighborhoods. **Figure 7.6.13** represents the ethnicity of the neighborhoods supported.

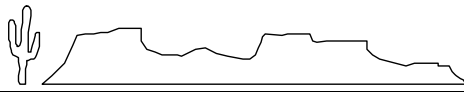


**Figure 7.6.14 FSIVA Assessments** Linkage 5.4

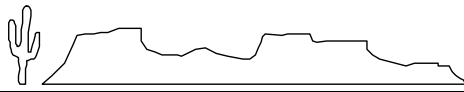
At the start of 2005, a local Full Spectrum Integrated Vulnerability Assessment (FSIVA) team was devised and implemented by the AZ ARNG. The FSIVA team’s mission is to partner with, and support, local law enforcement, fire personnel, and first responders in key communities with assessing sites deemed to be critical infrastructure or potential terrorist targets in the State of Arizona. Assessments conducted to date are identified in **Figure 7.6.14**.



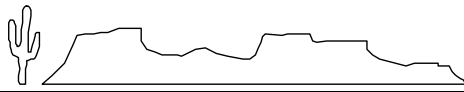
AAG	Assistant Adjutant General Army
AAR	After Action Review
AASF	Army Aviation Support Facility
ABCI	Activity Based Cost Input
ACOE	Army Communities of Excellence
ACT	Association of Civilian Technicians
ADSW	Active Duty Special Work
AEC	Army Executive Council
AFCOS	Automated Fund Control Orders Systems
AGR	Active Guard Reserve
AKO	Army Knowledge Online
ANG	Air National Guard
APFT	Army Physical Fitness Test
APIC	Army Performance Improvement Criteria
ARNG	Army National Guard
AR	Army Regulations
ARMS	Aviation Resource Management Survey
ARS	Arizona Revised Statutes
AT	Annual Training
ATRRS	Army Training Resource and Requirements Systems
BASOPS	Base Support Operations
BCO	Biddability, Constructibility, Operability
BDE	Brigade
BRAC	Base Realignment and Closure
CA	California
CAS3	Combined Arms Service Support School
CBT	Computer Based Training
CDR	Commander
CFC	Combined Federal Campaign
Class IX	Repair Parts
CLRT-X	Command Logistics Review Team - Expanded
CMD	Command
CMS	Combat Mission Simulator
CO	Colorado
COMET	Command Maintenance Evaluation Team
CONUS	Continental United States
CoS	Chief of Staff
CSF	Critical Success Factor
CSM	Command Sergeant Major
CSMS	Combined Support Maintenance Shop
CST	Civil Support Team
DA	Department of the Army
DCSLOG	Deputy Chief of Staff of Logistics
DCSIM	Deputy Chief of Staff for Information and Management
DCSOPS	Deputy Chief of Staff for Operations
DCSPER	Deputy Chief of Staff for Personnel
DDRP	Drug Demand Reduction Program
DEMA	Department of Emergency and Military Affairs
DES	Department of Economic Security
DFAS	Defense Finance and Accounting System
DLC	Distance Learning Center
DMOSQ	Duty Military Occupational Specialty Qualification
DNR	Department of Natural Resources
DOD	Department of Defense



DSPP	Director of Strategic Plans and Policies
EEO	Equal Employment Opportunity
EIRT	Engineer Innovative Readiness Training
EIS	Environmental Impact Statement
e-mail	Electronic Mail
EO	Equal Opportunity
EOC	Emergency Operations Center
EOD	Explosive Ordnance Detachment
EOH	Equipment on Hand
EPA	Environmental Protection Agency
EQCC	Environmental Quality Control Council
ESGR	Employer Support of the Guard/Reserve
FADS	Force Activity Designator
FIN	Finance
FMC	Fully Mission Capable
FMO	Facilities Management Office
FMS	Field Maintenance Shop
FORSCOM	United States Army Forces Command
FSG	Family Support Group
FSP	Force Support Package
FTFFG	Full-time Force Focus Group
FTS	Full-time Support
FTUS	Full-time Unit Support
FY	Fiscal Year
GCCS	Global Command Communication System
GED	General Education Diploma
GO	General Officer
HQ	Headquarters
HR	Human Resources
HREO	Human Relations and Equal Opportunity
HRO	Human Resources Office
IDP	Individual Development Plan
IDT	Inactive Duty Training
IET	Initial Entry Training
IG	Inspector General
IGAR	Inspector General Assistance Requests
IMPAC	International Merchant Purchasing Authorization Card
IP	Internet Protocol
IPR	In Progress Review
IRT	Innovative Readiness Training
JAG	Judge Advocate General
JCNTF	Joint Counter Narcotics Tasks Force
JEAC	Junior Enlisted Advisory Council
JFHQ	Joint Force Headquarters
KBD	Key Business Driver
KBP	Key Business Process
Key Process	Linked activities that produce key products and services for AZARNG customers and enable the key business driver imperatives to be achieved
Key Support Process	Processes that support the product and/or service delivery, but are not usually designed in detail with the products and services themselves, because their requirements do not usually depend upon product and service characteristics
KOPM	Key Organization Performance Measures
KSA	Knowledge, Skills, and Abilities
KSF	Key Success Factor



KZ	Kazakhstan
LAN	Local Area Network
LTA	Local Training Area
MACOM	Major Area Command
Major Training Area	A National Guard Bureau designation for a training locale capable of supporting
MCSA	Military Support to Civilian Authorities
M-Day	Traditional National Guard Soldiers who perform drill one weekend each month plus AT
METL	Mission Essential Task List
MILCON	Military Construction
MIRT	Medical Innovative Readiness Training
MLR	Managed Level of Resource
MOBEX	Mobilization Exercises
MODRE	Make Ready for Overseas Deployment Exercise
MOS	Military Occupational Specialty
MOSQ	Military Occupational Specialty Qualification
MRAC	Mobilization Readiness Advisory Committee
MTOE	Modified Table of Equipment
MUTA	Multiple Unit Training Assembly
NCO	Non-Commissioned Officer
NCOER	Non-Commissioned Officer Evaluation Report
NET	New Equipment Training
NGB	National Guard Bureau
NGR	National Guard Regulations
NM	New Mexico
NMC	Non-Mission Capable
NV	Nevada
NoVal Pay	Not Available for military pay within last 90 days
Objective	Aimed-at-targets. An achievement toward which effort is expended.
OCS	Officer Candidate School
ODT	Overseas Deployment Training
OER	Officer Evaluation Report
OHS	Occupational Health Specialist
OPMs	Organizational Performance Measures
OPTEMPO	Operations Tempo
ORL	Order of Readiness List (NGB)
OSHA	Occupational Safety and Health Administration
OSP	Office of Strategic Plans
OWCP	Office of Workers Compensation
PALT	Procurement Action Lead-Time
PAT	Process Action Team
PBAC	Program Budget Advisory Committee
PC-ASORTS	Personal Computer - Army Status of Readiness and Training System
PEC	Professional Education Center
PIT	Process Improvement Team
POMSO	Plans Operations Military Support Office
POTO	Plans, Operations and Training Office
PPMR	Papago Park Military Reservation
PTSR	Post-Mobilization Training Support Requirement
QA	Quality Advisor
QC	Quality Council
QGPM	Quality Guard Performance Measures
QIP	Quality Improvement Program
OPM	Organizational Performance Measurements



QSI	Quality Salary Increase
RAID	Recon and Interdiction Detachment
RCAS	Reserve Component Automation System
REG	Regiment
RFO-PC	Request for Orders - Personal Computer
RHC	Recruit Holding Company
RRB	Readiness Review Board
RSAF	Republic of Singapore Air Force
ROD	Report of Discrepancy
RTI	Regional Training Institute
SAD	State Active Duty
SAIT	Supply Assistance Instruction Team
SBAHP	Silver Bell Army Heliport
SIDPERS	Standard Installation and Division Personnel Systems
SINCGARS	Single Channel Ground and Airborne Radio System
SJAG	Staff Judge Advocate General
SOCB	Senior Officer Consideration Board
SPIRS	State Performance Indicators Reporting System
SPMD	Support Personnel Manning Document
SRAA	Senior Army Advisor
SSC	Soldier Support Center
SSP	Sustained Superior Performance
STARC	State Area Command (Headquarters for each of the 54 states and territories)
STEP	State Tuition Exemption Program
SWOT	Strength Weakness Opportunity Threat
TAG	The Adjutant General
TAGO	The Adjutant Generals Office
TAM	Training Assessment Model
TAMM	Training Assessment Management Model
TDA	Table of Distribution and Allowances
TQM	Total Quality Management
TRADOC	Training and Doctrine Command
TRAP	Training Resource Allocation Program
TSR	Training Site Requirements
TY	Training Year
UCP	Unit Climate Profile
USAR	United States Army Reserve (A reserve component of the Total Army)
USPFO	United States Property and Fiscal Office
USR	Unit Status Report
UTES	Unit Training Equipment Site
VM	Velocity Management
VTC	Video Teleconference
WAATS	Western Army Aviation Training Site
WAN	Wide Area Network
WMD	Weapons of Mass Destruction
WO	Warrant Officer
YTB	Yearly Training Brief
YCP	Youth Challenge Program (a program for at-risk youth)